



Research Product 98-06

**Direct and Lead Units During
Preparation for the Battle
(Battlefield Function 19)
as Accomplished by a Heavy Brigade
Volume 2: Assessment Package**

William J. Mullen III and James Gass
BDM Federal, Inc.

Patrick J. Ford
Human Resources Research Organization

Kent E. Harrison and James A. Huffman
PRC, Inc.

19980430 031

December 1997

Armored Forces Research Unit

U.S. Army Research Institute for the Behavioral and Social Sciences

Approved for public release; distribution is unlimited.

DTIC QUALITY INSPECTED 3

**U.S. ARMY RESEARCH INSTITUTE
FOR THE BEHAVIORAL AND SOCIAL SCIENCES**

A Directorate of the U.S. Total Army Personnel Command

**EDGAR M. JOHNSON
Director**

Research accomplished under contract
for the Department of the Army

BDM Federal, Inc.

Technical review by

Dorothy Finley, ARI AFRU
Kathleen Quinkert, ARI AFRU

NOTICES

FINAL DISPOSITION: This Research Product may be destroyed when it is no longer needed.
Please do not return it to the U.S. Army Research Institute for the Behavioral and Social
Sciences.

NOTE: This Research Product is not to be construed as an official Department of the Army
position unless so designated by other documents.

REPORT DOCUMENTATION PAGE

1. REPORT DATE (dd-mm-yy) December 1997		2. REPORT TYPE Final		3. DATES COVERED (from... to) July 1995 - July 1997	
4. TITLE AND SUBTITLE Direct and Lead Units During Preparation for the Battle (Battlefield Function 19) as Accomplished by a Heavy Brigade Volume 2: Assessment Package			5a. CONTRACT OR GRANT NUMBER MDA 903-92-D-0075 5b. PROGRAM ELEMENT NUMBER 0602785A		
6. AUTHOR(S) William J. Mullen III (BDM), James Gass (BDM), Patrick J. Ford (HumRRO), Kent E. Harrison (PRC), and James A. Huffman (PRC)			5c. PROJECT NUMBER A791		
			5d. TASK NUMBER 2228		
			5e. WORK UNIT NUMBER R03		
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) BDM Federal, Inc. Human Resources Research PRC, Inc. 1801 Randolph Road, S.E. Organization (HumRRO) 1500 PRC Drive Albuquerque, NM 87106 66 Canal Center Plaza McLean, VA 22102 Alexandria, VA 22314			8. PERFORMING ORGANIZATION REPORT NUMBER		
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) U.S. Army Research Institute for the Behavioral and Social Sciences ATTN: TAPC-ARI-IK 5001 Eisenhower Avenue Alexandria, VA 22333-5600			10. MONITOR ACRONYM ARI		
			11. MONITOR REPORT NUMBER Research Product 98-06		
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution is unlimited.					
13. SUPPLEMENTARY NOTES Kathleen A. Quinkert, Contracting Officer's Representative					
14. ABSTRACT (Maximum 200 words): The purpose of the overall research program was to document the synchronization required by command and control tasks performed within the armored brigade, to include combat support and combat service support units. The immediate application of the documentation was to support developers of staff training in two related projects: Battle Staff Training System and Staff Group Trainer. The documentation was also intended to assist with the planning and execution of collective training. The documentation approach was to apply function analysis (FA) techniques for battlefield functions (BFs) in the Command and Control battlefield operating system. Thirteen FAs were developed for the brigade headquarters and four supporting units: direct support field artillery battalion, engineer battalion, forward support battalion, and air defense artillery battery. The FAs were revised through a formative evaluation process that included internal review and successive external reviews by combat training centers, proponent agencies, and a review council representing potential users of the FAs. The final products include the FAs, a user's guide, and assessment packages for the BFs. This report provides the assessment package for BF19 as performed by a heavy brigade headquarters.					
15. SUBJECT TERMS Structured Training Staff Training Multiechelon Training Training Strategy Functions Analysis of Functions Command and Control					
16. REPORT Unclassified			17. ABSTRACT Unclassified	18. THIS PAGE Unclassified	19. LIMITATION OF ABSTRACT Unlimited
				20. NUMBER OF PAGES 140	21. RESPONSIBLE PERSON (Name and Telephone Number) Kathleen A. Quinkert (502) 624-6928/3450

**Direct and Lead Units During
Preparation for the Battle
(Battlefield Function 19)
as Accomplished by a Heavy Brigade
Volume 2: Assessment Package**

William J. Mullen III and James Gass
BDM Federal, Inc.

Patrick J. Ford
Human Resources Research Organization

Kent E. Harrison and James A. Huffman
PRC, Inc.

Armored Forces Research Unit
Barbara A. Black, Chief

U.S. Army Research Institute for the Behavioral and Social Sciences
5001 Eisenhower Avenue, Alexandria, Virginia 22333-5600

December 1997

Army Project Number
2Q26785A791

Education and Training Technology

Approved for public release; distribution is unlimited.

FOREWORD

One of the goals for the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is to facilitate the development of training strategies that will serve the needs of the combined arms team today and into the 21st century. The indispensable foundations, the cornerstones, for meeting this goal are solid information and data bases. One such base is a set of comprehensive descriptions of how soldiers accomplish their missions. Many task descriptions have been developed where the focus is on activities within a particular Battlefield Operating System (BOS); these are often further narrowed to one BOS element within one echelon. What have been lacking are function analyses along with task descriptions that have a broader BOS perspective; one which focuses not only on intra-BOS relationships, but also the relationships of that BOS with other BOSs in accomplishing the overall mission. It is this latter perspective which is needed, for example, to define training requirements and strategies for combined arms operations.

The assessment procedures described in this report are based on a function analysis resulting from one of three efforts conducted under the ARI project, "Innovative Tools and Techniques for Brigade and Below Staff Training (ITTBBST)." The work in this part of ITTBBST is the fifth in a series of ARI projects directed at analyzing the vertical and horizontal synchronization required by combined arms operations. All of the projects have analyzed functions, previously labeled "critical combat functions (CCFs)" and now labeled "battlefield functions (BFs)." The previous projects analyzed: all BFs performed by a heavy battalion task force; a sample of seven BFs performed by an armored brigade; and the integration of fire support BFs as performed by an armored brigade and at echelons higher than brigade. The research in this project analyzed BFs in the Command and Control BOS. Separate coordinated analyses of these BFs were performed for the armored brigade headquarters and four types of supporting units.

The analyses developed in the project have been used in the development of staff training in related projects within the ITTBBST program. In addition, U.S. Army Training and Doctrine Command (TRADOC) representatives have identified a variety of applications by TRADOC training and other developers as well as potentials for collective training management.

ZITA M. SIMUTIS
Technical Director

ACKNOWLEDGMENTS

The assessment package contained in this volume is based on the battlefield function analysis presented in Volume 1. That analysis benefited from considerable dedicated effort on the part of many persons. The efforts of a few of these many persons are specifically and gratefully acknowledged here. An especially key person was MG (Ret) Lon E. Maggart, Commanding General of the U.S. Army Armor Center (USAARMC). Prior to and during the conduct of this effort, he contributed greatly to definition of training needs and concepts in support of Force XXI. He saw that battlefield functional analyses could provide a valuable foundation for Force XXI training development efforts; hence, MG (Ret) Maggart strongly backed these efforts.

COL G. Patrick Ritter and LTC Marvin K. Decker, acting in accordance and agreement with MG (Ret) Maggart's vision, vigorously pursued battlefield function analysis efforts and persevered in ensuring their application to Force XXI training developments. COL Ritter, Director of Directorate of Training Development and Doctrine (DTDD) at USAARMC, and LTC Decker, Chief of DTDD's Force XXI Training Program (FXXITP) office, ensured implementation of necessary actions, and the participation of military subject matter experts and potential users of function analysis products as needed to assure quality outcomes.

Among many participants in performing the analyses themselves, and validating their integrity and validity, were members of the Battle Command Training Program, U.S. Army Command and General Staff College, TRADOC Program Integration Office-Army Battle Command System, DTDD at USAARMC, Joint Readiness Training Center (JRTC), and Operations Group at the National Training Center (NTC). Final recommendations and approval of these analyses were provided by proponents and users constituting the Force XXI Review Council. Members of the Review Council included: COL G. Patrick Ritter and LTC Marvin K. Decker, USAARMC; LTC James R. Harrison, U.S. Army Armor School (USAARMS); LTC Larry Newman, U.S. Army Air Defense Artillery School; LTC David M. Annen, U.S. Army Field Artillery School; COL Philip Federle, U.S. Army Engineer School; LTC Roger F. Murtie, National Training Center; LTC Gilbert Pearsall, Joint Readiness Training Center; COL Roger W. Jones, TRADOC Program Integration Office-Army Battle Command System; and COL Robert J. Fulcher, 29th Infantry Regiment.

The research for and preparation of this report benefited immeasurably from the assistance provided by members of the U.S. Army Research Institute. Specifically, the authors would like to acknowledge Dr. Kathy Quinkert for her continual support and guidance. As Contracting Officer's Representative, she interfaced with the FXXITP and the Army audience continually in providing program intent. Additionally, Ms. Dorothy Finley is acknowledged for serving as a peer reviewer for the product. She offered constructive comments that have improved both the content and style of the report. Also, special recognition is given to Ms. May Throne, a Consortium Research Fellow from the University of Louisville assigned to Fort Knox, and Ms. Lori Cracknell. Their never ending efforts to assist in the formal production of this report will not soon be forgotten.

DIRECT AND LEAD UNITS DURING PREPARATION FOR THE BATTLE (BATTLEFIELD FUNCTION 19) AS
ACCOMPLISHED BY A HEAVY BRIGADE VOLUME 2: ASSESSMENT PACKAGE

CONTENTS

	Page
INTRODUCTION	1
WORKSHEET	4
ASSESSMENT STRATEGY	7
ASSESSMENT SCALE	10
OUTCOME ASSESSMENT OBSERVATIONS AND DIAGNOSIS	11
Outcome 1 Assessment	11
Outcome 1 Diagnostic Aid	12
Outcome 2 Assessment	17
Outcome 2 Diagnostic Aid	19
Outcome 3 Assessment	56
Outcome 3 Diagnostic Aid	57
Outcome 4 Assessment	68
Outcome 4 Diagnostic Aid	70
Outcome 5 Assessment	87
Outcome 5 Diagnostic Aid	89
Outcome 6 Assessment	95
Outcome 6 Diagnostic Aid	97
Outcome 7 Assessment	107
Outcome 7 Diagnostic Aid	109
PRODUCT REVIEW MEASURES OF EFFECTIVENESS	113

CONTENTS (Continued)

	Page
Table 1. Operation and monitoring of communications nets during preparation phase	114
Table 2. Modifying plan during the preparation phase	116
Table 3. Updates of operations products during preparation phase	119
Table 4. Times orders were received	121
Table 5. Communication among staff sections, higher, adjacent, and subordinate units	123
Table 6. Brigade rehearsal participants	128
Table 7. Brigade leadership	131
Table 8. Integration and coordination of combat, combat support, and combat service support	133
Table 9. Synchronization for all operations by BOS	137
 REFERENCES.....	 139
 APPENDIX A, ACRONYMS AND ABBREVIATIONS	 A-1

INTRODUCTION

The results of the Army Research Institute's examination of battlefield functions (BFs) relevant to a brigade combat team's combined arms operations are in a series of two volume sets. These sets cover brigade headquarters and the supporting units of air defense artillery battery, engineer battalion, field artillery battalion, and forward support battalion. Volume 1, Function Analysis, identifies and describes information and tasks necessary to accomplish the function. The analysis is targeted at planning and conducting collective training. Volume 2 provides an Assessment Package. It implements an assessment approach that identifies the purpose of the unit's action in relation to the function. This provides a basis for appraising the performance of the function and the outcomes resulting from it. The assessment package is intended to support the conduct of a training event, such as a field training exercise (FTX) or command post exercise (CPX). The package assists assessment planning, data collection, and using the collected data in the conduct of after action reviews (AARs). The materials assume skilled observers who can quickly identify when a unit is performing especially well or not, and, if not, the nature of the problem. Nothing in the Assessment Package can substitute for that expertise. The package adds value to two aspects of assessment. First, consistency in the assessment of multiple observers is facilitated through the consideration of the same outcomes and tasks. Second, efficiency in the assessment and after action review (AAR) process is enhanced.

This assessment package is for the heavy brigade combat team. It is organized to allow a commander or other observer to consider performance at several levels associated with increasingly focused questions:

- Did the unit achieve the purpose of the BF (e.g., for BF 19, to provide leadership, direction, command, and control during preparation for the battle)?
- If the purpose was not achieved, which outcomes did not occur? (e.g., Did subordinate leaders demonstrate an understanding of the critical elements of their own mission and mission essential tasks, the brigade mission, and the brigade commander's intent?)
- If an outcome did not occur or if performance was exemplary, what components of the outcome (e.g., backbriefs, rehearsals) or clusters of tasks (e.g., rehearsal tasks related to level of participation, priority of tasks, and realism) were notable strengths or weaknesses?

The tools provided in this Assessment Package include:

- Worksheet: This provides a means to record brief answers to each of above three questions.

- **Assessment Strategy and Assessment Scale:** The Strategy section advises where assessment personnel should be stationed to both observe performance, and review incoming information and outgoing products. The Assessment Scale can be used to assign evaluative ratings to both observations and products.
- **Outcome Assessment Observations and Diagnosis Aids:** These forms guide observers in making their evaluative ratings and then in further specifying, or diagnosing, any weakness in the observed performance.
- **Product Review Measures of Effectiveness:** These forms provide a means for collecting information regarding each of the products. They identify the products to be reviewed, which items to evaluate, and the information to be recorded.

Planning Assessment

The Assessment Strategy tool, briefly noted above, lists all outcomes that could be addressed, suggests where observers should be located, and specifies activities and products to be observed. The strategy helps commanders decide which outcomes should be addressed, guides the estimate of the number of observers and types of enemy forces required, and identifies the relevant assessment tools in the package (e.g., measures of effectiveness, outcome assessment guides, and diagnostic aids).

Conducting AARs

In assessing the training and organizing the AAR, the commander or observer progresses through three decisions. The first decision is whether the function was accomplished and if it should be addressed in the AAR. This decision is typically based on whether the unit accomplished the purpose of the function and the outcomes that support the purpose. The next level of choice is the selection of function outcomes that are appropriate for the AAR. This analysis is supported by objective measures in the Assessment Package's tables and a framework for systematic expert judgment concerning performance related to the outcome. The third level of selection concerns the specific behavior related to the outcome that was pivotal to the unit's success or failure. This selection is aided by data collected in accordance with the observation and product review guides for each component. In complex outcomes, the performance requirements are broken into components to help the commander or other observers focus their attention. In all cases, related tasks and supporting tasks are summarized to describe behavior required to achieve the outcome. Two types of measures help provide the desired consistency and efficiency.

Outcome Assessment Guides. These guides usually require the commander or observer to be present to watch the unit's actions and judge the results. Tasks and supporting tasks associated with each outcome are grouped into likely strengths or weaknesses. The guides are supported by diagnostic aids tied to the function analysis in Volume 1. The diagnostic aids list the tasks and supporting tasks that apply to the outcome components and task summaries.

Product Measures of Effectiveness. These measures help anchor the assessment with objective data. The tables associated with the measures of effectiveness should be completed for each event that covers the relevant outcomes. Over time, the measures will provide a context for showing how performance compares with other units or with previous performance

WORKSHEET

MISSION _____
DATE _____
UNIT _____

Briefly state the corps, division, and brigade commander's intents for this mission:
Corps commander's intent:

Division commander's intent:

Brigade commander's intent:

PURPOSE OF THE BF: To provide leadership, direction, command, and control during preparation for the battle.

Did the brigade commander and staff achieve this purpose (circle one): YES NO

If this performance exceeded the standard, describe any techniques of superior performance. These are techniques that you believe should be cited in the brigade AAR and, perhaps, relayed through lessons learned agencies to be shared with the rest of the Army.

WORKSHEET (Continued)

Outcome	Achieved?	Notes
OUTCOME 1: Brigade command posts (CPs) maintain continuous communications with higher, adjacent, and subordinate headquarters.	Y N	
OUTCOME 2: The brigade commander, staff, and other key individuals within the armored brigade receive, evaluate, and process timely and accurate information on adherence to timelines and the quality of battle preparations.	Y N	
OUTCOME 3: Tactically sound recommendations and critical information are communicated by the armored brigade staff.	Y N	
OUTCOME 4: Sound (feasible, suitable, acceptable) decisions are made by the brigade commander and others within the armored brigade.	Y N	

Outcome	Achieved?	Notes
OUTCOME 5: Affected units and personnel receive relevant changes and refinements to plans in time to perform troop leading procedures and required actions.	Y N	
OUTCOME 6: Subordinate leaders demonstrate an understanding of the critical elements of their own mission and mission essential tasks, the brigade mission, and the brigade commander's intent.	Y N	
OUTCOME 7: Soldiers and units are disciplined and motivated to accomplish the mission.	Y N	

ASSESSMENT STRATEGY

Locations to observe unit performance and aspects of that performance relevant to assessment are suggested for each outcome. The suggested locations and focus/focuses are not meant to be an exhaustive or all inclusive list.

Outcome	Location and Focus of Assessment
OUTCOME 1: Brigade CPs maintain continuous communications with higher, adjacent, and subordinate headquarters.	<p>Focus is on positioning, capabilities, operating and monitoring nets, and security of CPs. (Use Table 1)</p> <ul style="list-style-type: none"> At tactical (TAC), main, and rear CPs during preparation phase to check communications status. At selected higher, adjacent, and subordinate headquarters (HQ) to confirm status of communications with appropriate brigade CPs. With opposing force (OPFOR) to check for counter command and control (C2) measures.
OUTCOME 2: The brigade commander, staff, and other key individuals within the armored brigade receive, evaluate, and process timely and accurate information on adherence to timelines and the quality of battle preparations.	<p>Focus is on situational awareness, staff collection of information and monitoring of preparation activities. (Use Tables 2 and 3).</p> <ul style="list-style-type: none"> With brigade staff at TAC, main, and rear CPs to monitor gathering of information and to check for updates to products. With OPFOR and subordinate units to identify changes in mission, enemy, terrain, troops, and time available (METT-T) conditions (Use Table 2). At main CP to assess staff monitoring of preparation tasks. With subordinate units to monitor progress of preparation task.
OUTCOME 3: Tactically sound recommendations and critical information are communicated by the armored brigade staff.	<p>Focus is on the staff's providing information and recommendations to the commander concerning the possible need to modify the plan. (Use Table 5)</p> <ul style="list-style-type: none"> With executive officer (XO) to monitor information flow and receipt of responses to commander's critical information requirements (CCIR). With operations and training officer (S3) to monitor coordination for recommendations from subordinate commanders and receipt of responses to CCIR. With commander, staff members, and staff sections to assess quality of recommendations on changes to the brigade plan.

Outcome	Location and Focus of Assessment
OUTCOME 4: Sound (feasible, suitable, acceptable) decisions are made by the brigade commander and others within the armored brigade.	<p>Focus is on the commander's decision making and development of a fragmentary order (FRAGO), if needed. (Use Tables 2, 7, 8, and 9)</p> <ul style="list-style-type: none"> • With commander and selected staff to assess quality of decisions on modifying plan, and procedures to revise plan (if appropriate). • With commander during description of concept to assess suitability, feasibility, and acceptability of revised concept.
OUTCOME 5: Affected units and personnel receive relevant changes and refinements to plans in time to perform troop leading procedures and required actions.	<p>Focus is on production and dissemination of FRAGO.</p> <ul style="list-style-type: none"> • With brigade staff to assess completeness of FRAGOs. • With commander/XO/S3/fire support officer (FSO) to determine whether they receive information that warrants FRAGO(s). • With subordinate units to monitor: (Use Table 4): <ul style="list-style-type: none"> -- Whether and when units receive warning orders (WARNOs). -- Whether units receive FRAGO(s) in time to react and prepare for battle.
OUTCOME 6: Subordinate leaders demonstrate an understanding of the critical elements of their own mission and mission essential tasks, the brigade mission, and the brigade commander's intent.	<p>Focus is on demonstration of understanding through brief backs and during rehearsals. (Use Table 6)</p> <ul style="list-style-type: none"> • At brigade rehearsal to assess understanding of mission by staff and subordinate leaders. • At subordinate unit rehearsals to assess how well the planned actions of the participants support the brigade commander's intent and the brigade plan. • With subordinate leaders to assess directions and orders they issue to their subordinates to verify understanding of commander's intent. • With brigade commander at delivery of FRAGO to check thoroughness of briefbacks by subordinates.

Outcome	Location and Focus of Assessment
OUTCOME 7: Soldiers and units are disciplined and motivated to accomplish the mission.	<p>Focus is on actions by commander and staff to monitor discipline and motivation and evidence from units that indicates the level of discipline and motivation.</p> <ul style="list-style-type: none"> ● With brigade commander to monitor leadership techniques. ● With subordinate units to check for visits by brigade commander or staff and assess feedback to commander and staff. ● With subordinate units to assess military courtesy, appearance, and accuracy of backbriefs.

ASSESSMENT SCALE

Whenever the unit's performance must be rated with respect to an outcome or component of an outcome, the rating should be on the scale Adequate, Marginal, Not Adequate, defined below. Whenever these ratings are required, the outcome (or component) will be framed in a box with the rating scale, as in this example:

OUTCOME 1: Brigade CPs maintain continuous communications with higher, adjacent, and subordinate headquarters.	
Adequate	Marginal

In each case, circle the appropriate rating, using the scale below for guidance:

Adequate	Marginal	Not Adequate
The unit can achieve the outcome to standard. Outcome is achieved with no significant shortcomings.	The unit can achieve the outcome with some shortcomings.	The unit cannot achieve the outcome to standard.

Two sub-sections are included with each Outcome's section to assist in the selection of an appropriate rating. These sub-sections should be used if the observer requires more information upon which to base a rating or requires precision to focus planning for training:

- 1) The first sub-section consists of assessment statements which orient the observer on observable performances related to the tasks contributing to achieving the Outcome. The assessment statements were derived by incorporating the substance of several tasks.
- 2) The second sub-section entitled Diagnostic Aid lists the tasks and subtasks supporting that particular Outcome. The Diagnostic Aid permits selection of specific tasks to facilitate planning future training.

Where appropriate due to complexity, some Outcomes have been divided into outcome components which are assessed separately.

OUTCOME ASSESSMENT OBSERVATIONS AND DIAGNOSIS

OUTCOME 1 ASSESSMENT

OUTCOME 1: Brigade CPs maintain continuous communications with higher, adjacent, and subordinate headquarters.	Adequate	Marginal	Not Adequate
(Use Table 1)			

Assessment Statements

- TAC, main, and rear CPs operate and monitor nets as shown in Table 1.
- Brigade XO or battle captain:
 - Maintains communications with division or headquarters, adjacent headquarters, and subordinate elements.
 - Manages networks in support of counter reconnaissance (recon) and reconnaissance and surveillance (R&S) operations.
- Brigade rear CP/forward support battalion (FSB) CP maintains wire communications with unit elements in the brigade support area (BSA).
- Liaison officers (LNOs) to the brigade provide timely information to brigade commander and staff and to their parent headquarters.
- LNOs from the brigade provide timely information to the receiving headquarters as well as back to the brigade commander, and staff.
- CPs maintain signal, information, and physical security.

OUTCOME 1 DIAGNOSTIC AID

- OUTCOME 1:** Brigade CPs maintain continuous communications with higher, adjacent, and subordinate headquarters.
1. **The brigade command posts and staff manage and maintain command, control, and communications. [U.S. Army Training and Doctrine Command (TRADOC) Pamphlet (Pam) 11-9, Chap 7 and App D]**
 - 1a. The brigade CPs manage means of command, control, and communications (C3). [Field Manual (FM) 71-3, pp. 3-1 - 3-20]
 - 1a1 The brigade commander appoints an "information manager" from the staff (usually the brigade XO) to: [FM 101-5, Chap 6 and App B]
 - b) Facilitate the flow of information and communication of information from staff members and subordinate units.
 - 1a5 LNOs provide information to the brigade commander and staff and to the headquarters they represent. [FM 101-5, App L]
 - a) Responses to specific questions asked of LNO.
 - b) Unit locations, activities, capabilities, status, and intentions.
 - c) Coordination problems.
 - (1) Inability to reach/meet with specific people or staff positions.
 - (2) Receipt of information which invalidates or should change estimates and plans.
 - 1a6 All brigade CPs eavesdrop on lower and adjacent unit command and operations and intelligence (O&I) nets for information. [Field Note (FN)-National Training Center (NTC)]
 - 1a8 The brigade S3 at the command group and the TAC CP or tactical operations center (TOC) manages communication: [FM 71-3, Chap 3; FM 71-123, Chap 1]
 - a) Facilitates control and coordination for the commander through communication with subordinate, adjacent, and supporting elements.
 - b) Passes processed information and keeps the commander updated on new information through concise, consolidated updates.
 - 1a9 The brigade XO or battle captain at the main CP manages communications and: [FM 71-3, Chap 3; FM 71-123, Chap 1; Army Training and Evaluation Program (ARTEP) 71-3 Mission Training Plan (MTP), Task 71-3-0001]
 - a) Maintains communications linking the main CP to division and adjacent units' CPs; manages communications networks and communications with brigade subordinate units.

- b) Establishes and maintains communications between the brigade main CP, the BSA, bases, base clusters, or other units in support of rear area operations.
 - c) Manages communications networks in support of counterreconnaissance and R&S operations in order to maintain reporting linkages for critical sources of information.
 - d) Establishes and maintains a digitized local area network (LAN) and wide area network (WAN) to support battlefield computer systems.
- 1a10 The brigade adjutant/personnel officer (S1) at the rear CP manages communication and: [FM 71-3, Chap 3, 8; ARTEP 71-3 MTP, Task 71-3-1012; 4004]
- a) Collocates with the FSB CP in the BSA.
 - b) Monitors the tactical situation and maintains communications to ensure that the rear CP is prepared to assume duties of the brigade main CP.
- 1b1 The brigade CP maintains communications (frequency modulation (FM) radio, multi-channel, wire, and messenger) with subordinate units, adjacent units, and supporting and higher headquarters. [FM 71-3, pp. 3-18 - 3-21; ARTEP 71-3 MTP; Lesson Learned (LL)-Combat Training Center (CTC) Bulletin 94-1, p. 7]
- 1b1 The brigade (Bde) signal officer (SO) ensures that brigade communications systems and links (e.g., area communications networks and retransmission stations) are operational and support the commander, staff, and subordinate leaders. [ARTEP 71-3 MTP, Task 71-3-1102, 1103]
- a) Manages brigade communications, including positioning of command and control elements.
 - b) Controls signal operation instructions (SOI) issue and use.
 - c) Coordinates retransmission capabilities for the brigade.
 - d) Directs the communications section's efforts on inspecting and testing brigade organic communications equipment and systems.
 - e) Directs the supporting signal unit's efforts in establishing and maintaining area communications networks.
 - f) Develops plan for brigade reaction in event of compromise of brigade communications security.
- 1b2 The brigade CPs position to maintain C3. [FM 71-123, p. 1-47]
- a) CPs position so that the commander and staff can maintain communications with higher, adjacent, and subordinate units during preparation and transition to battle. [FM 71-3, pp. 3-21; FM 71-123, p. 1-47]
 - (1) The commander is able to exercise command and control during mission preparation.

- (2) CPs displace prior to line of departure time/mission execution time to facilitate command and control during the transition from preparation to the initiation of the battle.
- (3) Brigade staff ensures that CPs are not detected by the enemy by using passive defense measures.
- b) The brigade commander and TAC CP position prior to mission execution to exercise command and control during the initial stages of execution. [Battle Command, Techniques and Procedures, Battle Command Battle Laboratory (BCBL), p. 4-2 - 4-6; LL-Center for Army Lessons Learned (CALL) Compendium, Vol 1, Heavy Forces]
- (2) The brigade commander can assess the situation and respond to battlefield events.
- (3) The brigade commander can observe and control the main effort.
- (5) The brigade commander directs the fire support coordinator (FSCOORD), or brigade FSO and air liaison officer (ALO) to position with him to help control fires during transition from preparation to mission execution. Author note [AN]
- (6) The brigade commander may direct the engineer battalion commander to position forward in the TAC CP to assist in synchronization of the mobility/countermobility/survivability (M/CM/S) aspects of the battle. [AN]
- The TAC CP operates and monitors communications nets. [FM 71-3, p. 3-12]
- (7)
- (a) Brigade command.
 - (b) Brigade O&I.
 - (c) Division command.
 - (d) Division O&I.
 - (e) Fire support nets (voice and digital).
 - (f) Air Force coordination nets (FM, high frequency (HF), ultra high frequency (UHF), very high frequency (VHF)).
 - (g) Other nets as directed and equipped (e.g., division HF, division amplitude modulation (AM), tactical satellite (TACSAT)).
 - (h) The division modulation (AM) nets.
- c) The main CP positions prior to mission execution to: [FM 71-123, p. 1-47]
- (1) Effectively collect, analyze, and pass critical information.
 - (2) Maintain voice and digital communications with higher, adjacent, and subordinate units.
 - (3) Communicate to subordinates the commander cannot reach.
 - (6) Operate and monitor communications nets.
- (a) Brigade command (acts as net control station [NCS] for command net).
- (b) Division command.
- (c) Fire support nets (voice and digital).
- (d) Brigade O&I (NCS).

- (e) Division O&I.
 - (f) Brigade administrative/logistics (A/L).
 - (g) U.S. Air Force (USAF) coordination nets.
 - (h) Division early warning net.
 - (i) Engineer net.
 - (j) Maneuver control system (MCS).
 - (k) Air defense battery net.
- d) The rear CP positions prior to mission execution to coordinate and facilitate pushing combat service support (CSS) forward to sustain operations. Tasks include: [FM 71-123, p. 1-47]
- (6) Prepare to assume role as alternate main CP.
 - (7) Communicate on and monitor communications nets:
 - (a) Brigade command.
 - (b) Brigade A/L (serves as NCS).
 - (c) Division A/L.
 - (d) If not collocated, the FSB net.
 - (e) Expanded communications when/if it becomes the main CP in an emergency.
- 1c. The brigade CP protects friendly C3. [FM 71-123, Chap 1; FM 101-5, pp. 7-1 - 7-2; Battle Command, Techniques and Procedures, BCBL]
- 1c1 The brigade S3 (with input from the brigade intelligence officer (S2), Bde SO, and other brigade staff officers) develops C3 protection measures. [FM 101-5, pp. 7-1 - 7-2; ARTEP 71-3 MTP, Task 71-3-3014]
 - a) Identifies how C3 protection will support mission and commander's intent.
 - b) Identifies critical friendly C3 systems.
 - c) Analyzes friendly C3 systems for critical and vulnerable nodes.
 - d) Prioritizes nodes for protection.
 - e) Determines enemy capability to conduct counter C3 and the effects of counter C3 on friendly C3 (mutual interference).
 - f) Recommends protection measures and monitor their effectiveness.
- 1c2 The brigade CPs take actions to survive, employ: [FM 71-123, p. 1-47; FM 101-5, pp. 7-18 - 7-20; LL-CTC Bulletin 95-4, Chap 5]

(Also see brigade BF 25 for a complete discussion of operations security (OPSEC))
 - a)
 - (1) Use of terrain for cover and concealment.

- (2) Selected routes which reduce detection by the enemy.
 - (3) Camouflaged positions.
 - (4) Avoidance of target reference points.
 - (5) Use of electronic countermeasures (ECM).
- b) Security forces to: [FM 71-123, p. 1-47]
- (1) Provide early warning, through the use of listening posts/observation posts (LP/OP) and patrols.
 - (2) Provide perimeter protection.
 - (3) React immediately.
- c) Planning for deliberate and hasty repositioning. [FM 71-123, p. 1-48; FM 101-5, p. 7-20]
- d) Engineer support to dig in CP positions. [Author Note (AN)]
- 1d. The brigade denies the enemy effective C3 through: [FM 101-5, pp. 7-2 - 7-20; ARTEP 71-3 MTP, Task 71-3-3014; LL-CALL CTC Bulletin 95-4, Chap 5]
- 1d2 Electronic warfare (EW): The brigade commander considers electronic attack of enemy C3 systems through the use of:
- c) Jamming, considers:
 - (2) The effect jamming will have on other friendly operations.
- 1d5 OPSEC: The brigade S3 plans and monitors actions to deny the enemy information concerning past, current, and future operations: [FM 101-5, p. 7-19; ARTEP 71-3 MTP, Task 71-3-3014]
- b) Physical security.
 - c) Signal security (SIGSEC)
 - d) Information security.

OUTCOME 2 ASSESSMENT

OUTCOME 2: The brigade commander, staff, and other key individuals within the armored brigade receive, evaluate, and process timely and accurate information on adherence to timelines and the quality of battle preparations. (Use Tables 2 and 3)

Component A: CPs obtain accurate critical information during preparation.	Adequate	Marginal	Not Adequate
<u>Assessment Statements</u>			
<ul style="list-style-type: none">• The brigade commander designates and updates CCIR throughout preparation.• All staff officers, staff sections, LNOs, and subordinate leaders focus information collection according to CCIR and their information requirements.• CSS officers and sections also focus information collection according to administrative and logistics requirements.• TAC, main, and rear CPs eavesdrop on lower and adjacent unit command and O&I nets for information.• Staff officers continually collect information from each other and external headquarters.			

	Adequate	Marginal	Not Adequate
Component B: CPs evaluate information and update products.			
<u>Assessment Statements</u>			
<ul style="list-style-type: none"> • All staff sections, staff officers, and LNOs compare desired brigade end states in their areas of responsibility with the current brigade situation and trends. • CPs update operations and intelligence products as shown on Table 3. 			
	Adequate	Marginal	Not Adequate
Component C: Commander and staff monitor preparation activities and subordinate unit adherence to preparation timelines.			
<u>Assessment Statements</u>			
<ul style="list-style-type: none"> • The brigade commander visits units most critical to the execution of his intent. • Staff monitors adherence to preparation timelines: <ul style="list-style-type: none"> -- Brigade command sergeant major (CSM) evaluates extent of preparations in accordance with (IAW) directions of the commander. -- Brigade XO coordinates information requirements, schedules for briefings and rehearsals, and status of preparation tasks. -- Brigade S3 and S3 section monitor current and projected status based on information from other staff officers and LNOs. -- The FSCOORD, brigade FSO, and fire support element (FSE) section monitor current and projected status of firing units, target acquisition assets, unit weapons, and ammunition. -- Brigade engineer section maintains engineer timelines. -- Brigade chemical officer (CMLO) and nuclear, biological, and chemical (NBC) section monitor changes to task force (TF) and subordinate units' plans in terms of projected locations, decontamination (decon) requirements, and timelines. • Staff members maintain accurate estimate of preparation status relative to METT-T and their areas of responsibility. 			

OUTCOME 2 DIAGNOSTIC AID

OUTCOME 2: The brigade commander, staff, and other key individuals within the armored brigade receive, evaluate, and process timely and accurate information on adherence to timelines and the quality of battle preparations.

Task Elements

Component A: CPs gather accurate critical information during preparation.

1. **The brigade command posts and staff manage and maintain command, control, and communications.** [TRADOC Pam 11-9, Chap 7 and App D]
 - 1a6 The brigade CPs manage means of C3. [FM-71-3, pp. 3-1 - 3-20]
 - 1a6 All brigade CPs eavesdrop on lower and adjacent unit command and O&I nets for information. [FN-NTC]
2. **The brigade command posts and staff support synchronization by acquiring, evaluating, and communicating information and maintaining status.** [TRADOC Pam 11-9, Chap 7 and App D]
 - 2a1 All brigade staff officers and LNOs obtain information; they commonly: [FM 101-5, p. 3-84, C-4, Chap 6, App A]
 - a) Focus information collection according to CCIR and immediately communicate any response to CCIR to the commander, XO, and brigade S3. [FM 101-5, pp. 6-8, 6-11, 6-16, and C-4]
 - b) Obtain information relevant to fulfilling their responsibilities for the brigade's preparations for battle: [FM 101-5, pp. 6-33, 6-34]
 - (1) Monitor and modify preparation activities as necessary.
 - (2) Verify/modify coordination between the brigade and adjacent units.
 - (3) Facilitate synchronization.
 - c) Provide appropriate recommendations to the commander and XOs S3 relative to their functional areas. [FM 101-5, pp. 6-33, C-2]

- d) Continually coordinate with each other personally and with external headquarters to obtain information such as: [FM 101-5, p. 3-84, App A]
- (1) Specific information requirements.
 - (2) Updates/modifications of CCIR as directed by the brigade commander during:
 - (a) Rehearsals.
 - (b) Backbriefs.
 - (c) Commander visits.
- e) Identify intelligence information to assist the brigade S2 with brigade intelligence preparation of the battlefield (IPB).
- f) Identify information for the brigade XO regarding supporting units' requirements for use of terrain in the brigade area.
- 2a2 The brigade CSM obtains information relative to brigade combat preparations on matters such as: [FM 71-3, p. 3-6]
- a) Morale, discipline, and adherence to standards by brigade soldiers.
 - b) Brigade capability to sustain combat operations.
 - c) CSS system.
 - d) Welfare of brigade soldiers.
 - e) Individual soldier training.
 - f) Other duties or information requested by the brigade commander.
- 2a3 The brigade XO obtains information relative to brigade combat preparations. [FM 71-3, p. 3-5]
- a) Revised/updated CCR from the brigade commander.
 - b) Specific information requirements from the brigade commander.
 - c) Information about desired briefings and rehearsals from the brigade commander.
 - d) Information necessary to synchronize brigade preparation activities from the division and brigade staff.
 - e) Status of preparation tasks.
- 2a4 The brigade S2 and brigade S2 section obtain intelligence information. [FM 101-5, pp. C-7, C-8; FM 34-130, Chap 2]
- a) Higher headquarters and brigade staff. [ARTEP 71-3 MTP, Task 71-3-2003, 2006/1]
 - (1) Changes from the brigade commander to guidance, mission concept, priorities, and his requirements for intelligence information.
 - (2) Intelligence summary (INTSUM) and spot reports from division and higher headquarters.
 - (3) Information from division and adjacent units based on previously submitted information queries.
 - (4) OPSEC reports from the brigade S3/operations section and subordinate units which contribute to analysis of brigade security posture.

- (5) Updates from the division intelligence general staff (G2) on enemy activity based on reports from the combat electronic warfare intelligence (CEWI) battalion.
- (6) Information on current situation learned by eavesdropping on division and adjacent unit command and O&I nets.
- (7) Information on the location and status of EW assets from the direct support (DS) military intelligence (MI) company (Co) commander.
- (8) Information on enemy air threat from the division G2.
- (9) Information on weather from the division staff weather officer.
- b) Subordinate units: [ARTEP 71-3 MTP, Task 71-3-2004, 2002/3]
- (1) Information from debriefing patrols and other R&S forces performing brigade directed information collection activities.
- (2) Spot size, activity, location, unit, time, equipment (SALUTE) reports from brigade elements.
- c) Brigade special staff officers. [FM 101-5, App A]
- d) LNOs from/to higher, adjacent, and supporting units. [FM 101-5, App L]
- e) Other sources such as: [ARTEP 71-3 MTP, Task 71-3-2007/1, 2; 2004/2; AN]
- (1) Aerial photographs.
- (2) Prisoners, deserters, and civilian population.
- (3) EW, radars, and sensors.
- (4) Unmanned aerial vehicle (UAV).
- (5) All source analysis system (ASAS).
- (6) TerraBase terrain analysis team.
- (7) Artillery forward observers.
- (8) Special operations forces (SOFs) and division and corps long-range surveillance units (LRSUs).
- (9) Overflights by friendly air sources.
- 2a5 The brigade S3 and brigade S3 section obtain operations information (e.g., changes to METT-T).
- a) The brigade commander and higher headquarters. [ARTEP 71-3 MTP, Task 71-3-3001/1]
- (1) Changes from the brigade commander to guidance, mission concept, priorities, and his requirements for operational information.
- (2) FRAGOs/WARNOS from division.
- (3) Situation updates from division.
- (a) Situation reports (SITREPs).
- (b) Responses on queries and requests submitted by the brigade.
- (c) Changes to division situation which necessitate changes to brigade OPSEC posture.

- (d) Changes to enemy situation (e.g., enemy reconnaissance activity, EW activity).
 (4) Division and corps units requiring terrain in the brigade area of operations (AO).
 (5) Division main CP relating to determining effectiveness of brigade OPSEC measures. [ARTEP 71-3 MTP, Task 71-3-3014/1]
- b) Subordinate units. [ARTEP 71-3 MTP, Task 71-3-3003/1, 2, 3]
- (1) Subordinate units' operations plans (OPLANs)/operations orders (OPORDs) and graphics.
 (2) Changes to subordinate units' plans.
 (3) Reports from subordinate units.
- (a) Enemy contact.
 (b) Current and projected strength and combat power.
 (c) Status of task organization.
 (d) OPSEC reports.
 (e) Results of local security operations.
- (4) Requests for resources from subordinate units based on their mission analyses and determination of their needs.
 (5) Recommendations from subordinate commanders (TF, DS field artillery (FA), engineer, FSB) on changes to the brigade plan based on their mission analyses, current status, and projected status.
 (6) Information about the current situation learned by eavesdropping on subordinate and adjacent units' command nets.
 (7) Information about adjusted maneuver plans from subordinate units.
 (8) Information about preparations in context of adherence to timelines.
- c) Other staff officers/LNOs. [ARTEP 71-3 MTP, Task 71-3-3003/2, 3; FM 101-5, App A]
- (1) Information from the brigade S2 and brigade S2 section which confirms or refutes operations estimate of the situation required to achieve the brigade commander's intent.
 (2) Updates from brigade S1/brigade supply/logistics officer (S4).
- (a) Personnel and unit status.
 (b) Vehicle and equipment status.
 (c) Status of all classes of supply.
 (d) Replacement plan for personnel and equipment.
- (3) Updates from brigade civil-military operations (SS) on the status of civil-military operations (CMO).
 (4) Updates from the brigade FSO on employment plans and status of fire support assets.
 (5) Updates from the assistant brigade engineer (ABE) on status of M/CM/S actions and unit status.
 (6) Updates from the brigade ALO on employment plans and status of close air support (CAS) requests.
 (7) Updates from the brigade aviation liaison officer (AVLO) on status and planned employment of attack, assault and cargo helicopter units.

- (8) Updates from the Bde SO on the status of brigade communications links and systems.
- (9) Updates from the brigade CMLO on the status and planned employment of chemical units.
- (10) Updates from the brigade air defense officer (ADO) on the status and planned employment of air defense units.
- d) Brigade staff and TF units necessary to deconflict terrain requirements and projected locations for external and/or supporting units operating in the brigade area. [FM 101-5, Chap 3]
- 2a6 The brigade S3 Air, as chief of Army aerospace command and control (A2C2) element, obtains information from the brigade S2, FSE, air defense section, AVLO, ALO, and naval gunfire liaison officer (NGLO) concerning airspace use. [ARTEP 71-3 MTP, Task 71-3-3012]
- 2a7 The brigade S5 and brigade S5 section (when assigned) obtain information about civil affairs requirements and resources. [FM 101-5, p. C-9; ARTEP 71-3 MTP, Task 71-3-5001, 5003, 5004]
- a) Changes to CMO guidance from higher headquarters.
 - b) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
 - c) The availability and acquisition of local personnel, materials, facilities, and support resources from host nation officials, local labor leaders, and owners of private property.
 - d) Estimates from subordinate commanders on whether the situation with civilians will interfere with military operations in their sectors.
- 2a8 The FSCOORD, brigade FSO, NGLO, and FSE section obtain fire support information. [FM 6-20, pp. 2-22, 2-23; FM 6-20-40, Chap 4; ARTEP 71-3 MTP, Task 71-3-9002/1b, 3; 9003/1a; 9004/1a]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
 - b) Intelligence information from the brigade S2, division FSE, and division artillery TOC.
 - (1) Enemy capabilities to attack the brigade with indirect fires.
 - (2) Responses to information and intelligence queries submitted by the brigade previously.
 - (3) Target acquisition assets and plans.
 - (4) Field artillery status from DS FA battalion S3.
 - (1) Current and projected locations of units.
 - (2) Current and projected unit weapons status.
 - (3) Current and projected ammunition status.
 - (4) Status and location of Q36 radar.
 - c) Field artillery status from division artillery (DIVARTY)/division FSE.
 - (1) Organization for combat (including general support [GS] and general support reinforcing [GSR], field artillery).
 - d) Field artillery status from division artillery (DIVARTY)/division FSE.
 - (1) Organization for combat (including general support [GS] and general support reinforcing [GSR], field artillery).

- (2) Locations and status of GS, GSR, batteries, and platoons.
- (3) Status and locations of counter battery radars.
- (4) Status and timing of meteorological support.
- (5) Division or corps directed fire support coordination measures.
- e) Task organization, personnel and equipment status, and status of preparations from TF FSOs.
- (1) Combat observation lasting team (COLT).
- (2) Fire support teams (FIST).
- (3) Mortars.
- (4) Supporting arms liaison teams (SALTs) of the air and naval gunfire liaison company (ANGLICO).
- f) Bottom-up refinements regarding projected locations, targets and timelines from TF FSCOs for the following:
- (1) Maneuver TFs.
- (2) Scout platoons.
- (3) COLTs and other observers.
- (4) Final protective fires.
- (5) Fire support coordination measures.
- (6) Obstacle locations.
- g) Availability and locations of EW assets from brigade S2 and the DS MI company commander.
- h) Availability of naval surface fires (NSF) from the brigade NGLO.
- i) Information from the brigade ALO and AVLO.
- (1) Employment plans and status for Army aviation (from AVLO).
- (2) Availability of CAS support based on air tasking order (ATO) from ALO.
- (3) Status updates on availability and capability of tactical air control party (TACP) to coordinate and execute CAS from ALO.
- (4) Aviation requirements for brigade fire support (e.g., suppression of enemy air defenses (SEAD) and attack helicopter battalion target lists based on routes, times, and fire support coordinating measures).
- j) Information necessary to refine plans for coverage of obstacles and adjustments to family of scatterable mines (FASCAM) employment from the ABE.
- k) Fire support requirements from the brigade S4 and FSB commander to support the BSA rear area combat operations (RACO).
- l) A2C2 information from the brigade S3 Air.
- 2a9 The brigade engineer, ABE, and ABE section obtain M/CM/S mission information. [FM 5-71-3, Chap 2; ARTEP 71-3 MTP, Task 71-3-8001/1, 2; 8003]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.

- b) Reports from the engineer battalion or TF engineers about status of equipment.
- (1) Armored combat earthmovers (ACEs).
 - (2) Armored vehicle launched bridge (AVLB).
 - (3) Mine clearing line charges (MICLICs).
 - (4) Mine clearing blades and rollers.
 - (5) Cleared lane mechanical marking system (CLAMMS).
- c) Counter mobility status:
- (1) Obstacle/barrier construction starting and completion times from engineers and subordinate units.
 - (2) Status on delivery of Class (CL) IV and V materials from engineers and subordinate units.
 - (3) Updates on adherence to obstacle preparation timelines from engineers and subordinate units.
 - (4) Updates on preparations for FASCAM employment from the brigade FSO. [ARTEP 71-3 MTP, Task 71-3-8003]
 - (5) Information on target turnover to maneuver units.
- d) Survivability status:
- (1) Position construction starting and completion times from engineers and subordinate units.
 - (2) Updates on adherence to survivability position construction timelines from engineers and subordinate units.
 - (3) Status of receipt of survivability materials from TF S4s.
- e) Mobility status:
- (1) Updates on availability of engineer materials from the engineer battalion S4.
 - (2) Updates on availability of engineer systems (operational, non-operational) from engineer companies.
 - (3) Updates on availability of mobility equipment organic to brigade maneuver units (e.g., plows, rollers, breach kits) from TF S4s.
 - (4) Reports from engineer reconnaissance units and TF scouts on terrain and enemy obstacles.
- f) Task organization status from engineer and TFs, including adherence to established timelines.
- g) Intelligence information from engineer battalion headquarters.
- h) Information from the brigade S2 and brigade S2 section on weather, terrain, and other information which confirms or refutes estimates of engineer requirements.
- i) Information from brigade S4 and brigade S4 section on the delivery of CL IV/V materials.
- j) Changes to TF projected locations, M/CM/S requirements, and timelines.
- 2a10 The brigade CMLO and NBC section obtain information concerning friendly and enemy NBC status. [ARTEP 3-117-40 MTP, MTP 3-4-0001; 0002, 0005/1]

- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
- b) NBC warning and reporting system (NBCWRS) updates from division.
- c) Status and location updates for NBC equipment and supplies from subordinate units and brigade S4.
- d) Availability, status, and location of decontamination, smoke, and reconnaissance assets from division CMLO.
- e) NBC monitoring and surveillance reports from subordinate units.
- f) Information from the brigade S2 and brigade S2 section which confirms or refutes estimate of NBC threat and requirements.
- g) Changes to TF and subordinate units' plans in terms of projected locations, decontamination requirements, and timelines.
- 2a11** The brigade ADO obtains information on air defense requirements and resources. [ARTEP 71-3 MTP, Task 71-3-6001/1]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
- b) Disposition of air defense artillery (ADA) assets from the ADA battalion commander and subordinate ADA elements.
- c) Air defense (AD) weapons systems and ammunition status from supporting ADA elements.
- d) Intelligence information from the ADA battalion.
- e) Information from the brigade S2 and brigade S2 section which confirms or refutes estimate of AD requirements.
- f) Weapons control status from the area air defense commander.
- g) Air defense warning system updates from ADA battalion and division.
- h) Changes in brigade air situation.
- i) Changes or additions to USAF, U.S. Marine Corps (USMC), U.S. Navy (USN) or Army aviation routes and schedules through the brigade sector.
- j) A2C2 updates from division assistant chief of staff, operations and plans (G3) A2C2 section.
- k) Changes in positions or priorities of designated brigade assets to be defended.
- l) Changes to brigade and subordinate units' projected locations, routes, and timelines.
- 2a12** The Bde SO and communications section obtain information concerning brigade communications requirements and capabilities. [ARTEP 71-3 MTP, Task 71-3-1101/1; 1102/1,4]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
- b) Status of communications links from brigade CPs to division and other major subordinate command (MSC) CPs.
- c) Disposition and status of divisional communications assets from the assistant division signal officer and signal battalion.
- d) Updates from subordinate units on communications status.
- (1) Status of communications links from brigade CPs.
- (2) Equipment (secure and non-secure).
- (3) SOIs.
- (4) Availability of subordinate unit communications personnel and equipment.

- e) Intelligence information from the division signal battalion headquarters.
- f) Information from the brigade S2 and brigade S2 section.
- (1) Which confirms or refutes estimate of communications requirements.
 - (2) Which updates enemy electronic and communication capabilities.
 - (3) Friendly EW operations.
- g) Status reports from retransmission stations.
- (1) Positioning.
 - (2) Equipment serviceability and capability.
 - (3) Communication ranges and dead spaces.
- h) Information from the brigade XO and brigade S3 about changes to proposed brigade CP locations and projected timelines.
- i) Changes to TF and subordinate units' plans in terms of projected locations and timelines.
- 2a13** The Army AVLO obtains information about friendly air capabilities and plans. [ARTEP 71-3 MTP, Task 71-3-7001; ARTEP 71-3 MTP, Task 01-4-1311, 1322]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
 - b) Updated status from the aviation brigade on helicopter availability, support, and plans.
 - c) Intelligence information from aviation brigade headquarters.
 - (1) Enemy AD weapons and electronics capabilities.
 - (2) Enemy ground to air threat.
 - (3) Enemy air to air threat. - d) Information from the brigade S2 and brigade S2 section which confirms or refutes estimate of weather constraints and enemy AD capabilities.
 - e) Information from the brigade FSO on SEAD, airspace coordination areas (ACAs), fires, and laser support for Army aviation operations.
 - f) Information from the brigade S3 and brigade S3 Air on concept for employment of Army aviation and desired effects.
 - g) Updates from division or the aviation brigade on aviation activities in the brigade sector (e.g., ingress or egress routes and times before/after a deep attack).
 - h) Status from the brigade ALO and air officer on flight operations.
 - (1) Times.
 - (2) Locations.
 - (3) Routes. - i) Changes to TF and subordinate units' plans in terms of projected locations and timelines.

- 2a14 The brigade ALO and Marine air officer obtain information about friendly air plans and requirements. [FM 6-20-40, Chap 2, and p. A-9; FM 6-20-50, p. C-7; FM 71-3, Chap 3]
a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
b) Updated ATO information from division ALO about CAS (e.g., missions, times, routes).
c) Intelligence information through Air Force channels.
d) (1) Enemy AD weapons capabilities and electronics signatures.
 (2) Enemy ground to air threat.
 (3) Enemy air to air threat.
 (4) Enemy ground activities.
Information from the brigade S2 and brigade S2 section which confirms or refutes estimate of weather constraints and enemy AD capabilities.
- 2a15 The ALO or Marine air officer obtains information about requirements for, and capabilities of Marine/Navy air support. [FM 71-3, pp. 8-13; FM 6-20-40, p. A-26; FM 6-20-50, pp. C-25 - C-28]
a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
b) Availability/capability of Marine/Navy CAS.
c) Availability and times for general support naval gunfire from the NGLO or division naval gunfire officer.
d) Targeting information from the brigade FSE.
e) Mission timelines from the brigade FSE.
f) Fire support coordination and control measures from the brigade FSE.
g) A2C2 information from the brigade A2C2 cell.
- 2a16 The military police (MP) platoon (Plt) leader (Ldr) obtains information on: [ARTEP 71-3 MTP, Task 71-3-1201/1]
a) Changes from brigade commander to guidance, mission concept, priorities, and requirements for information.
b) Status of supporting MP forces.
c) Intelligence information from the brigade S2 and brigade S2 section regarding expected enemy prisoner of war (EPW) rates.
d) Logistical information from the brigade S4 to support EPW holding areas (transportation, supplies, equipment, and medical).

- e) Host nation military and civilian authorities regarding support of EPWs and EPW evacuation from the brigade S5.
- f) Changes from brigade S3 regarding priorities for MP support for:
- (1) Straggler and refugee control.
 - (2) Traffic control.
 - (3) EPW operations.
 - (4) Security operations.
- 2a17 The brigade S1 and brigade S1 section obtain personnel and administrative information. [ARTEP 71-3 MTP, Task 71-3-1001/1, 2; 1002/1, 3, 4; 1004/1; 1008/1; FM 101-5, p. C-5; FM 71-3, p. 8-5, 8-6, 8-17, 8-24]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
 - b) Information from the brigade S2 and brigade S2 section which confirms or refutes estimates of personnel situation and casualty estimates.
 - c) Personnel status from subordinate and supporting units.
 - (1) Personnel status reports.
 - (2) Critical military occupational specialty (MOS)/grade shortages.
 - (3) Absent without leave (AWOL) status.
 - (4) Casualty feeder reports.
 - (5) Accidents.
 - d) Personnel information from division assistant chief of staff, personnel (G1)/Adjutant General (AG).
 - (1) Availability of replacements and replacement operations. (including weapons system replacement operations (WSRO)).
 - (2) Postal services.
 - (3) Morale, welfare and recreation (MWR) support.
 - e) Morale and discipline indicators from division and brigade special staff officers.
 - (1) Uniform code of military justice (UCMJ) rates from staff judge advocate.
 - (2) Straggler and crime rates from provost marshal.
 - (3) Sick call and stress casualties from brigade surgeon.
 - (4) Complaint information from the inspector general.
 - (5) Feedback of leader and soldier concerns from the chaplains.
 - f) FSB support capabilities from the FSB support operations center.
 - g) Information from the MP platoon leader concerning EPW processing and evacuation requirements.
 - h) Information from the brigade S5 concerning CMO support requirements.
 - i) Changes to subordinate and "slice" unit plans in terms of projected locations and times.

- 2a18 The brigade S4 and brigade S4 section obtain logistical information. [ARTEP 71-3 MTP, Task 71-3-4001/1, 3; 4002; 4003; FM 101-5, p. C-9; FM 71-3, pp. 8-5, 8-17, 8-24]
a) Changes from the brigade commander to guidance, mission concept, priorities, and information requirements.
b) Information from the brigade S2 and brigade S2 section which confirms or refutes estimates of the logistical situation.
c) Logistics reports from subordinate and supporting units.
 (1) Status of supplies.
 (2) Equipment readiness.
- (3) Task organization and status of CSS elements:
 (a) FSB.
 (b) Field trains command posts (FTCPs).
 (c) Combat trains command posts (CTCPs).
- d) Maintenance, transportation and supply updates from the division assistant chief of staff, logistics (G4), division transportation officer and FSB support operations center (including plans for WSRO).
- e) Availability of air transportation assets from the brigade S3 Air.
- f) Information from the MP platoon leader concerning EPW support requirements.
- g) Information from the brigade S5 concerning availability of host nation assets and CMO support requirements.
- h) Changes to subordinate and slice unit plans in terms of projected locations and times.
- 2a19 The brigade surgeon obtains medical information. [ARTEP 71-3 MTP, Task 71-3-1301/2, 3; 1302/1b]
a) Changes from the brigade commander to guidance, mission concept, priorities, and information requirements.
b) Information from the brigade S2 and brigade S2 section which confirms or refutes projections of the casualty situation.
c) Medical updates and aerial medical evacuation capabilities from the division surgeon.
d) CL VII supply updates from the division medical supply officer.
e) Additional medical support capability from the main support battalion (MSB) and corps assets.
f) Subordinate and supporting unit medical support status.
 (1) Positioning and readiness of medical assets.
 (2) Capability to receive, triage and evacuate casualties.
g) Changes to subordinate and supporting unit plans in terms of projected locations and times.
 (1) Stress related casualties.
- 2a20 The FSB commander and support operations center obtain information about brigade CSS. [FM 63-20, Chap 3, 5, 6; FM 71-3, pp. 8-5, 8-6, 8-17, 8-18, 8-25]

- a) Changes from the brigade commander to guidance, mission, concept, priorities and information requirements.
 - b) Information from the brigade S2 and brigade S2 section which confirms or refutes estimates of the CSS situation.
 - c) Changes to guidance, priorities and requirements from the division support command (DISCOM) commander.
 - (1) CSS task organization.
 - (2) Tasks to provide CSS support to division and corps units.
 - d) Information from the MSB regarding backup CSS support.
 - e) Information from the division material management center (DMMC) concerning supply and maintenance management support.
 - f) Information from supported units regarding their requirements.
 - g) Information on corps/division CSS assets in the brigade rear.
 - h) Information from all organizations in the BSA (for defense and terrain management).
 - i) Information from FSB subordinate elements about their preparations for the battle and capability to provide required CSS.
- 2a21 The brigade headquarters and headquarters company (HHC) commander obtains information necessary to support the main and tactical CPs. [ARTEP 71-3 MTP, Task 71-3-1501]
- a) Obtains changes to brigade commander guidance, mission concept and information requirements from the brigade XO.
 - b) Obtains information from the brigade S2 and brigade S2 section which confirms or refutes enemy threat to the main CP.
 - c) Obtains anticipated movement times and projected locations for the main and TAC CPs from the brigade XO and brigade S3.
 - d) Obtains information from attachments/supporting agencies concerning space, supply and support requirements.
- Component B:** CPs evaluate information and update products.
- 2b. The brigade CPs and staff support synchronization by evaluating acquired information and updating products. [FM 63-20, Chap 3 and 6; FM 101-5, Chap 6; ARTEP 1-100 MTP; ARTEP 3-117-40 MTP; LL-CALL Newsletter 90-8, Winning In The Desert, p. 24; LL-CALL CTC Bulletin 93-4, p. 9]
- 2b1 The brigade CSM: [AN]
- a) Evaluates brigade combat preparations and identifies special concerns of the brigade commander.
 - b) Evaluates extent of preparation versus desired endstate/time.
- 2b2 The brigade XO: [AN]
- a) Evaluates the quality and timelines of information being acquired in meeting the information needs.
 - b) Updates his guidance to the staff on information shortfalls.

- c) Evaluates extent of preparation versus desired end state/remaining time.
- 2b3 The brigade S2 and brigade S2 section: [ARTEP 71-3 MTP, Task 71-3-2002, 2003, 2005, 2006]
 a) Evaluate intelligence information: [ARTEP 71-3 MTP, Task 71-3-2002/1; 2003/1, 2; 2004/1; 2005]
 (1) Changes to guidance/direction and information.
 (2) Comparison of desired brigade endstates with current intelligence situation, trends, and IPB.
 (3) Information which:
 (a) Identifies answers to brigade CCIR, priority intelligence requirement (PIR), and information requirement (IR).
 (b) Confirms or refutes IPB information relative to achieving the commander's intent: named areas of interest (NAIs) and target areas of interest (TAIs).
 (c) Compares known enemy activity with projected enemy courses of action (COAs).
 (d) Identifies the enemy:
 1. Composition.
 2. Disposition.
 3. Location.
 4. Strength (losses) and present capabilities.
 5. Indications of possible enemy intent.
 6. Enemy reaction to friendly operations.
 7. Adherence to or deviation from postulated enemy.
- (4) R&S plan/operations as to whether they continue to meet the brigade commander's intent.
 (a) Positioning of assets to collect PIR and IR.
 (b) Positioning of assets to maintain constant observation of NAIs and TAIs.
 (c) Positioning of assets to detect and track high payoff targets (HPTs), provide observation for attack of HPTs, and provide battle damage assessment (BDA) on HPT following attack.
- (5) Indicators of enemy intentions:
 (a) NBC weapons usage or activity as prelude to offensive operations.
 (b) Presence of reconnaissance forces as prelude to attack.
 (c) Conduct of counter-reconnaissance preparations as an indicator of defense.
 (d) Presence and massing of maneuver forces as initiation of offensive operations.
 (e) Increase of enemy helicopter activity as indication of air assault operations.
 (f) Increase in enemy fighter activity and massing of transport fixed wing aircraft as indicators of airborne assault or start of offensive operations.

- (g) Increase of enemy field artillery and rocket unit activity.
- (h) Presence and nature of activity of enemy engineer systems.
- (i) Meaconing, intrusion, jamming, interference (MJJ) and other changes in enemy electromagnetic activity as prelude to offensive operations.
- (j) Changes to enemy activities (levels, patterns).
- b) Deduce:
- (1) Changes to current enemy COAs.
 - (2) Possible future enemy COAs.
- c) Evaluate changes in situation which should lead to convening the targeting and/or A2C2 teams. [AN]
- d) Update intelligence products. [ARTEP 71-3 MTP, Task 71-3-2003/2, 2006/2, 3]
- (1) Intelligence estimate (may or may not be in written form).
 - (2) Situation template.
 - (3) Event template.
 - (4) Modified combined obstacle overlay (MCOO), in coordination with the brigade S3, brigade engineer section and NBC section.
 - (5) Intelligence portion of the decision support template (DST).
 - (6) Intelligence collection plan.
 - (7) Database.
 - (8) Intelligence overlays and graphics.
 - (9) Enemy order of battle (OB).
 - (10) Brigade INTSUMs.
 - (11) Intelligence journal/log.
- 2b4 The brigade S3 and brigade S3 section: [ARTEP 71-3 MTP, Task 71-3-3003; LL-CALL Newsletter 90-8, p. 25; LL-CALL Bulletin No. 4, Command and Control]
- a) Evaluate information: ARTEP 71-3 MTP, Task 71-3-3003/1, 3]
- (1) Changes to guidance/direction and information.
 - (2) Information which confirms or refutes IPB information which may affect achieving the commander's intent.
 - (3) Comparison of desired brigade endstates with what is possible based on current brigade operations, current plans, and planning, and progress of preparations.
- (a) Maneuver units status.
 - (b) Fire support status.
 - (c) M/CM/S support status.

- (d) CSS status.
 - (e) Air defense status.
 - (4) Impact of changes to the brigade maneuver operations on subordinate units' maneuver operations.
 - (5) Changes to adjacent unit operations which might affect brigade operations.
 - (6) Brigade OPSEC status based on information received from division and internal brigade sources.
 - b) Evaluate changes to the situation which should lead to convening the targeting and/or A2C2 teams. [AN]
 - c)
 - Update operations products. [ARTEP 71-3 MTP, Task 71-3-3003]
 - (1) The DST, in conjunction with the brigade S2, brigade XO, and commander.
 - (2) Synchronization matrix.
 - (3) The operations overlay for brigade, division, and adjacent units.
 - (4) Assist the S2 in updating the MCDO.
 - (5) Updates operations estimate (may or may not be in written form).
 - (6) Brigade status boards and charts which record combat power.
 - (7) Timeline of brigade operations
 - (8) Brigade operations journal/log.
 - (9) The current operations and intelligence map.
 - (10) NBC map.
 - (11) The situation template overlay.
 - (12) Event template overlay.
 - (13) CSS overlay.
 - (14) Plans map with overlay for future operations.
 - (15) FSE map with fire support overlay and fire support execution matrix (FSEM).
 - (16) TACP map (ALO assistance).
- 2b5 a) The brigade S5 and S5 section: [ARTEP 71-3 MTP, Task 71-3-5001]
- a) Evaluate newly obtained information:
 - Changes to guidance and direction.
 - (1) Comparison of desired brigade endstates with what is possible based on the civil affairs situation and trends.
 - (2) The impact of the civilian population on the activities and mission of the brigade.
 - (3) The impact of enemy activity on the civilian population and resources/ facilities.
 - (4) The impact of brigade combat activities on the civilian population.
 - (5) Update civil-military operations estimate (may or may not be in written form).

2b6

FSCOORD, brigade FSO, brigade FSE section, and NGLO: [ARTEP 71-3 MTP, Task 71-3-9001, 9002]
a) Evaluate information. [ARTEP 71-3 MTP, Task 71-3-9001/2, 3]

- (1) Changes to guidance/direction.
 - (2) Current fire support capability to support brigade operations and implement the fire support plan.
 - (3) Changes to the brigade fire support plan which ensure synchronization with TF fire support plans.
 - (4) Changes to field artillery task organization and locations or GS and GSR FA units, or Navy ships.
 - (5) Information which confirms or refutes IPB information relative to achieving the commander's intent.
 - (6) Changes to engineer FASCAM requirements on the fire support plan.
 - (7) Changes to Army aviation and Air Force (AF) requirements which cause refinements to the fire support plan.
 - (8) Restrictive fire measures imposed by division or other headquarters.
 - (9) Availability of CAS and possible targets.
 - (10) A2C2 considerations.
 - (11) BDA and other effects of indirect fires (e.g., smoke).
- b) Evaluate changes to the situation which should lead to convening the targeting and/or A2C2 teams. [AN]
- c) Update fire support products. [ARTEP 71-3 MTP, Task 71-3-9002]
- (1) Fire support estimates (may or may not be in written form) to include:
 - (a) Status of firing elements.
 - (b) Displacement of DS or other friendly artillery throughout the AO.
 - (c) Fire support plan.
 - (d) Observation plan.
 - (e) Dispositions, status, and activities of fire support assets under brigade control.
 - (2) FSEM.
 - (3) Target lists.
 - (4) HPT list.
 - (5) Fire support graphics.
 - (6) Priority targets.
 - (7) Fire support coordinating measures.
 - (8) Aviation plan (with ALO and AVLO):
 - (a) ACAs.
 - (b) SEAD.
 - (9) Attack guidance matrix (AGM).

2b7

The brigade engineer, ABE, and engineer section: [ARTEP 71-3 MTP, Task 71-3-8001, 8005]

- a) Evaluate information. [ARTEP 71-3 MTP, Task 71-3-8005]
- (1) Changes to guidance/direction.
 - (2) Desired brigade endstates with what is possible based on current M/CM/S situation and trends.
 - (3) Progress on engineer tasks compared to timelines and required endstates.
 - (4) Information which confirms or refutes IPB information relative to achieving the brigade commander's intent.
 - (5) Answers to intelligence queries which alter initial enemy engineer capabilities and assessment:
 - (a) Changes to enemy mobility capabilities to determine impact on brigade countermobility and survivability plans.
 - (b) Changes to enemy countermobility actions or capabilities to determine impact on brigade mobility plan and task organization.
 - (c) Changes to enemy survivability measures or capabilities to determine impact on brigade mobility, direct fire, and indirect fire plans (through coordination with brigade S3 and FSO).
 - (6) Changes in operations versus plans by subordinate units.
 - (7) Estimates of mobility based on differences in terrain from initial IPB or the effect of current weather on the terrain.
 - (8) Adequacy of CL, IV and V barrier material to support operations.
- b) Evaluate changes to the situation which should lead to convening the targeting teams.
- c) Update engineer products. [ARTEP 71-3 MTP, Task 71-3-8001]
- (1) Updates engineer estimate (may or may not be in written form).
 - (2) Priorities and schedules for engineer effort.
 - (3) Survivability position and obstacle graphics.
 - (4) Engineer timelines.
 - (5) FASCAM employment plan.
 - (6) Assist the S2 in updating the MC0O.
- 2b8 The brigade CMLO and NBC section: [ARTEP 71-3 MTP, Task 3-4-0003, 004, 0007, 0017]
- a) Evaluate information. [ARTEP 71-3 MTP, Task 3-4-0004, 0007]
- (1) Changes to guidance/direction and information.
 - (2) Desired brigade endstates with what is possible based on current NBC situation and trends.
 - (3) Information which confirms or refutes IPB information relative to achieving the brigade commander's intent.
 - (4) Answers to intelligence queries which alter initial assessment of enemy NBC capabilities.
 - (5) Brigade decontamination capabilities.
 - (6) Brigade NBC reconnaissance capabilities.
 - (7) Brigade capability to conduct smoke operations.

- (8) Adjustments to subordinate units operations which affect brigade NBC plans.
- (9) Changes to divisional defensive NBC capabilities.
- b) Update NBC products. [ARTEP 71-3 MTP, Task 3-4-0003; 0017]
- (1) Updates NBC estimate (may or may not be in written form).
 - (2) Mission oriented protective posture (MOPP) analysis.
 - (3) Enemy NBC capabilities.
 - (4) NBC equipment and supplies inventories.
 - (5) NBC overlays and graphics.
 - (6) Contaminated areas portion of MCDOO (provided to brigade S2).
- 2b9 The brigade ADO: [ARTEP 71-3 MTP, Task 71-3-6001, 6002]
- a) Evaluates information: [ARTEP 71-3 MTP, Task 71-3-6001/1]
- (1) Changes to guidance, priorities, direction, and information.
 - (2) Current AD situation and trends compared with desired brigade endstates.
 - (3) Information which confirms or refutes IPB and which may affect achieving the brigade commander's intent.
 - (4) Answers to intelligence queries which alter initial assessment of enemy air capabilities.
 - (5) Friendly air and A2C2 (CAS, Army aviation).
 - (6) Adjustments to subordinate unit operations which affect brigade air defense plans.
 - (7) Changes to locations and air defense coverage by divisional air defense assets.
- b) Evaluates changes to the situation which should lead to convening the targeting and/or A2C2 teams. [AN]
- c) Updates air defense products. [ARTEP 71-3 MTP, Task 71-3-6001/3; 6002/1d]
- (1) Updates air defense estimates (may or may not be in written form).
 - (2) Graphics of high to medium altitude air defense (HIMAD) coverage and locations of ADA battery assets.
 - (3) Graphics of friendly air corridors.
 - (4) Graphics of probable enemy air routes into the brigade area, in conjunction with the brigade S2.
 - (5) Brigade weapons control and air defense warning status.
- 2b10 The Bde SO and brigade communications section: [ARTEP 71-3 MTP, Task 71-3-1102, 1103]
- a) Evaluate information. [ARTEP 71-3 MTP, Task 71-3-1103/3]
- (1) Changes to guidance/direction and information.
 - (2) Current communication situation and trends are compared with desired brigade endstates.
 - (3) Information which confirms or refutes IPB information relative to achieving the brigade commander's intent.
 - (4) Answers to intelligence queries which alter initial estimate of enemy electronic and communications capabilities.

- (5) Adjustments to brigade CPs and subordinate units operations which have an effect on brigade communications.
- (6) Results of communications checks.
- b) Update communications products. [ARTEP 71-3 MTP, Task 71-3-1102/2, 3]
 - (1) Updates signal estimates (may or may not be in written form).
 - (2) Communications network overlay, area coverage overlay, and dead space overlay.
 - (3) SOIs.
- 2b11 The brigade AVLO: [ARTEP 71-3 MTP, Task 71-3-7001/3, Task 01-4-1311, 1322]
 - a) Evaluates information. [ARTEP 71-3 MTP, Task 71-3-7001/3; MTP 01-4-1311, 1322]
 - (1) Changes to guidance/direction and information.
 - (2) Current aviation situation, trends, and allocated Army aviation support for brigade mission are compared with desired brigade endstates.
 - (3) Information which confirms or refutes IPB information relative to achieving the brigade commander's intent.
 - (4) Answers to intelligence queries which alter initial assessment of enemy air and air defense capabilities, objective area or engagement area (EA), and targets.
 - (5) New information which impacts on Army aviation employment and CAS operations.
 - (a) Adjustments to fire support plans which affect Army aviation employment plans.
 - (b) Changes to weather.
 - (c) Changes to enemy ADA capabilities.
 - (d) Changes to Army aviation employment under control of the division and the aviation brigade.
 - (e) Changes to availability of CAS aircraft for JAA/T operations.
 - b) Evaluates changes to the situation which should lead to convening the targeting and/or A2C2 teams. [AN]
 - c) Updates Army aviation products. [ARTEP 71-3 MTP, Task 71-3-7001/3, Task 01-4-1311, 1322]
 - (1) Aviation estimate (may or may not be in written form).
 - (2) Army aviation plan.
 - (3) SEAD and indirect fire support plans (with brigade FSO).
- 2b12 The brigade ALO: [FM 101-5, p. 6-45]
 - a) Evaluates information: [FM 101-5, p. 6-45]
 - (1) Changes to guidance/direction and information.
 - (2) Changes to the air tasking order (ATO) affecting the availability of CAS.
 - (3) Current tactical air situation, trends, and allocated CAS support from the ATO are compared to desired brigade endstates.

- (4) Information which confirms or refutes IPB information which may affect achieving the brigade commander's intent.
 - (5) Answers to intelligence queries which alter initial assessment of enemy air and air defense capabilities as well as CAS targets.
 - (6) A2C2 information which impacts on planned ACAs, CAS employment, and integration with Army aviation operations.
 - (7) Changes to weather.
 - (8) Changes to enemy ADA capabilities.
 - (9) Adjustments to the brigade plan and Army aviation employment.
 - b) Evaluates changes to the situation which should lead to convening the targeting and/or A2C2 teams. [AN]
 - c) The brigade ALO, in coordination with the Marine air officer, updates CAS products. [FM 6-20-40, Chap 2]
 - (1) CAS estimate (may or may not be in written form).
 - (2) Target lists for preplanned CAS.
- 2b13 The MP platoon leader: [ARTEP 71-3 MTP, Task 71-3-1201/1; 1202/1]
- a) Evaluates information: [ARTEP 71-3 MTP, Task 71-3-1201/1; 1202/1]
 - (1) Changes to guidance/direction and information.
 - (2) Current MP situation and trends are compared to desired endstates.
 - (3) Answers to intelligence queries.
 - b) Updates MP products: [ARTEP 71-3 MTP, Task 71-3-1201/1]
 - (1) Straggler/refugee control plans.
 - (2) Traffic control plans.
 - (3) EPW/counterintelligence (CI) plan.
- 2b14 All brigade CSS officers and sections (brigade S1, brigade S4, surgeon and FSB commander): [FM 63-20, Chap 3 and 6; ARTEP 71-3 MTP, Task 71-3-1002; 1003; 1004; 1008; 1009; 4001; 4002; 4003; 1301]
- a) Evaluate information.
 - (1) Compare desired brigade endstate with current and projected personnel, maintenance, transportation, medical, and supply status.
 - (a) Adequacy of CSS for the brigade main effort.
 - (b) Adequacy of CSS for the brigade secondary effort.
 - (2) Information which confirms or refutes essential elements of friendly information (EEFI) and other IPB information which may affect achieving the brigade commander's intent.

- (3) Answers to intelligence queries requested by CSS officers.
- (4) Adjustments to subordinate and supporting unit's operations.
- (5) Additional requirements for medical treatment and evacuation.
- (6) Forecast of future sustainment levels based on known resupply of critical CL III and V requirements.
- (7) Requirements for emergency resupply of units engaged in the close battle.
- (8) Enemy activity.
- (9) Status of the brigade lines of communication (LOC).
- b) Update CSS products.
- (1) Brigade S1 section updates personnel information. [ARTEP 71-3 MTP, Task 71-3-1002/1, 3; 1003/1; 1004/2; 1008; 1009]
- (a) Updates personnel services estimate (may or may not be in written form).
 - (b) Personnel status of subordinate and supported units.
 - (c) Casualty feeder reports.
 - (d) Personnel priorities as directed by the brigade commander.
- (2) Brigade S4 section updates logistical information. [ARTEP 71-3 MTP, Task 71-3-4001; 4002; 4003]
- (a) Maintenance, supply and transportation portions of updated logistics estimates (may or may not be in written form).
 - (b) Supply:
 - 1 Percent fill of combat basic loads.
 - 2 Configuration and location of immediate and emergency resupply (CL III and V) loads and push packages.
 - (c) Maintenance:
 - 3 Adequacy of CSS supply assets.
 - 4 Supply priorities as directed by the brigade commander.
 - 5 Establishment and fill of stockpiles and caches.
 - (d) Transportation:
 - 1 Schedules and priorities.
 - 2 Status of supplies, equipment, and materials requiring transport.

- $\frac{3}{}$ Availability of ground transport assets.
 $\frac{4}{}$ Availability of air transport assets.
 $\frac{5}{}$ Status of logistics packages (LOGPACs).
 $\frac{6}{}$ Transportation recovery and back-haul plans.
 $\frac{7}{}$ Main supply route (MSR) and alternate supply route (ASR) traffic and route conditions.
- (3) The brigade surgeon updates medical information: [ARTEP 71-3 MTP, Task 71-3-1301/3]
- (a) Medical evacuation capabilities.
 - (b) CL VIII stocks and resupply activities.
 - (c) Reinforcement and reconstitution of medical assets.
 - (d) Disposition and capability of brigade medical assets.
 - (e) Medical priorities as directed by the brigade commander.
- (4) The FSB commander and FSB support operations center update CSS information. [FM 63-20, Chap 3, 5, 6]
- (a) Tasks to subordinate units to support the brigade's current and future operations.
 - (b) Tasks to subordinate units to support division and corps units operating in the brigade sector.
 - (c) Rear area security plans.
 - $\frac{1}{}$ Threat (levels I, II and III from brigade S2).
 - $\frac{2}{}$ Base and base cluster defense plans integrated with brigade security plans.
 - $\frac{3}{}$ Forces available for local security operations and reaction force.
 - $\frac{4}{}$ Aviation and indirect fire support.
 - $\frac{5}{}$ Communications capabilities.
- 2b15 The HHC commander evaluates information.
- a) Evaluates capability to move, secure and support the main and TAC CPs.
 - b) Provides assessment of capabilities versus requirements to move, secure and support the main and TAC CPs to the brigade XO.
- 2c The brigade CPs maintain status based upon updated products from the brigade staff. [FM 71-3, p. 3-20 - 3-25; LL-CALL "News From The Front"]
- 2c1 Command group/TAC CP maintains status. [FM 71-3, pp. 3-20 - 3-25]
- a) Information which supports the CCIR.
 - b) Current and projected combat power status of subordinate units (e.g., green-amber-red).
 - c) Current operations and intelligence map.

- (1) Operations overlay (brigade, higher, and adjacent units).
 - (2) Intelligence overlay.
 - (a) Situation template.
 - (b) Event template.
 - (3) MCOO.
 - (4) Fire support overlay.
 - DST.
 - e) Synchronization tools (e.g., matrix, checklist, operations schedules).
 - FSEM.
 - Status of key communications links.
 - Information required to serve as alternate main CP.
- 2c2**
- Main CP maintains status. [FM 71-3, p. 3-20 - 3-25]
 - a) Information which supports the CCIR.
 - b) Current operations and intelligence map.
 - (1) Operations overlay (brigade, higher and adjacent units).
 - (2) Intelligence overlay.
 - (a) Situation template.
 - (b) Event template.
 - (3) MCOO.
 - (4) NBC overlay.
 - (5) Fire support overlay.
 - (6) A2C2 overlay.
 - CSS overlays and information per brigade standing operating procedures (SOPs).
 - c) Intelligence information from division and higher headquarters.
 - d) Dispositions of collection assets.
 - e) Information on external units conducting R&S and security operations to prevent fratricide.
 - f) Dispositions and status of patrols and other R&S and security forces.
 - g) Status of preparation activities to ensure compliance with stated mission timelines.
 - h) Current and projected combat power status of subordinate units (e.g., green-amber-red).
 - i) Status on task organization (into the brigade, within the brigade, and detachments out of the brigade).
 - j) R&S and security forces.
 - (1) TPs.
 - (2) TFs.

- (3) Fire support systems.
 (4) Engineer assets.
 (5) Ground surveillance radars and other radar systems.
 (6) ADA assets.
 (7) MPs.
 (8) NBC reconnaissance, decontamination, and smoke assets.
 (9) Obstacle and survivability position construction and progress as compared to timelines.
 (10) Utilization of engineer assets and materials as compared to timelines.
 (11) DST.
 (12) FSEM.
 (13) Plans map (with overlays for future operations).
 (14) Synchronization matrix.
 (15) Journals/log.
 (16) Status of key communications links.
- 2c3 (17) Rear CP maintains status. [ARTEP 71-3 MTP, p. 3-20 - 3-25]
 a) Information which supports the CCIR.
 b) Current operations and intelligence map.
 (1) Operations overlay (brigade, higher and adjacent units).
 (2) Rear operations, security, and threat overlay.
 (3) Intelligence overlay.
 (a) Situation template.
 (b) Event template.
 (4) MCIO.
 (5) Fire support overlay.
 DST.
 (6) CSS situation map and overlays.
 (1) MSR and ASR.
 (2) CSS locations, current and projected.
 (3) Decontamination sites.
 (7) Synchronization matrix.
 (8) FSEM.
 (9) BSA security plans.

- h) CSS staff journal.
- i) Current and projected personnel and equipment status.
 - (1) Personnel strength.
 - (2) Operational equipment strength.
 - (3) Status of supplies.
 - (4) Casualties.
 - (5) Replacement personnel status/location.
 - (6) Damaged and non-mission capable (NMC) vehicles and equipment.
 - (7) Location and evacuation of EPW and their equipment.
 - (8) Location and evacuation of displaced persons.
 - (9) Status of key communications links.
 - (10) Identification and location of CSS units operating in the brigade rear to include non-brigade units/elements.
- m)

Component C: CPs monitor preparation activities and subordinate unit adherence to preparation timelines.

2. **The brigade command posts and staff support synchronization by acquiring, evaluating, and communicating information and maintaining status.** [TRADOC Pam 11-9, Chap 7 and App D]
- 2a The brigade CPs and staff support synchronization by acquiring information. [TRADOC Pam 11-9, Chap 7 and App D]
 - 2a1 All brigade staff officers and LNOs obtain information; they commonly: [FM 101-5, p. 3-84, C-4, Chap 6, App A]
 - a) Focus information collection according to CCIR and immediately communicate any response to CCIR to the commander, XO, and brigade S3. [FM 101-5, pp. 6-8, 6-11, 6-16, and C-4]
 - b) Obtain information relevant to fulfilling their responsibilities for the brigade's preparations for battle: [FM 101-5, pp. 6-33, 6-34]
 - (1) Monitor and modify preparation activities as necessary.
 - (2) Verify/modify coordination between the brigade and adjacent units.
 - (3) Facilitate synchronization.
 - 2a3 The brigade XO obtains information relative to brigade combat preparations. [FM 71-3, p. 3-5]
 - e) Status of preparation tasks.
 - 2a4 The brigade S2 and brigade S2 section obtain intelligence information. [FM 101-5, pp. C-7, C-8; FM 34-130, Chap 2]

- a) Higher headquarters and brigade staff. [ARTEP 71-3 MTP, Task 71-3-2003, 2006/1]
 - (1) Changes from the brigade commander to guidance, mission concept, priorities, and his requirements for intelligence information.
 - (4) OPSEC reports from the brigade S3/operations section and subordinate units which contribute to analysis of brigade security posture.
 - (7) Information on the location and status of EW assets from the DS MI company commander.
 - b) Subordinate units: [ARTEP 71-3 MTP, Task 71-3-2004, 2002/3]
 - (1) Information from debriefing patrols and other R&S forces performing brigade directed information collection activities.
- 2a5 The brigade S3 and brigade S3 section obtain operations information (e.g., changes to METT-T and status of battlefield operating system (BOS)). [FM 101-5, pp. C-8, C-9]
- a) The brigade commander and higher headquarters. [ARTEP 71-3 MTP, Task 71-3-3001/1]
 - (1) Changes from the brigade commander to guidance, mission concept, priorities, and his requirements for operational information.
 - (5) Division main CP relating to determining effectiveness of brigade OPSEC measures. [ARTEP 71-3 MTP, Task 71-3-3014/1]
 - b) Subordinate units. [ARTEP 71-3 MTP, Task 71-3-3003/1, 2, 3]
 - (3) Reports from subordinate units.
 - (a) Enemy contact.
 - (b) Current and projected strength and combat power.
 - (c) Status of task organization.
 - (d) OPSEC reports.
 - (e) Results of local security operations.
 - (f) Recommendations from subordinate commanders (TF, DS FA, engineer, FSB) on changes to the brigade plan based on their mission analyses, current status, and projected status.
 - (5) Information about the current situation learned by eavesdropping on subordinate and adjacent units' command nets.
 - (6) Information about adjusted maneuver plans from subordinate units.
 - (7) Information about preparations in context of adherence to timelines.
 - (8) Other staff officers/LNOs. [ARTEP 71-3 MTP, Task 71-3-3003/2, 3; FM 101-5, App A]
 - c) (2) Updates from brigade S1/brigade S4.
 - (a) Personnel and unit status.
 - (b) Vehicle and equipment status.
 - (c) Status of all classes of supply.

- (d) Replacement plan for personnel and equipment.
- (3) Updates from brigade S5 on the status of CMO.
- (4) Updates from the brigade FSO on employment plans and status of fire support assets.
- (5) Updates from the ABE on status of M/CM/S actions and unit status.
- (6) Updates from the brigade ALO on employment plans and status of CAS requests.
- (7) Updates from the brigade AVLO on status and planned employment of attack, assault and cargo helicopter units.
- (8) Updates from the Bde SO on the status of brigade communications links and systems.
- (9) Updates from the brigade CMLO on the status and planned employment of chemical units.
- (10) Updates from the brigade ADO on the status and planned employment of air defense units.
- 2a7** The brigade S5 and brigade S5 section (when assigned) obtain information about civil affairs requirements and resources. [FM 101-5, P. C-9; ARTEP 71-3 MTP, Task 71-3-5001, 5003, 5004]
- b) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
- c) The availability and acquisition of local personnel, materials, facilities, and support resources from host nation officials, local labor leaders, and owners of private property.
- 2a8** The FSCOORD, brigade FSO, NGLO, and FSE section obtain fire support information. [FM 6-20, pp. 2-22, 2-23; FM 6-20-40, Chap 4; ARTEP 71-3 MTP, Task 71-3-9002/1b, 3; 9003/1a; 9004/1a]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
- c) Field artillery status from DS FA battalion S3.
- (1) Current and projected locations of units.
- (2) Current and projected unit weapons status.
- (3) Current and projected ammunition status.
- (4) Status and location of Q36 radars.
- d) Field artillery status from DIVARTY/division FSE.
- (1) Organization for combat (including GS and GSR, field artillery).
- (2) Locations and status of GS, GSR, batteries, and platoons.
- (3) Status and locations of counter battery radars.
- (4) Status and timing of meteorological support.
- (5) Division or corps directed fire support coordination measures.
- e) Task organization, personnel and equipment status, and status of preparations from TF FSOs.
- (1) COLT.
- (2) FIST.

- 2a9 The brigade engineer, ABE, and ABE section obtain M/CM/S mission information. [FM 5-71-3, Chap 2; ARTEP 71-3 MTP, Task 71-3-8001/1, 2; 8003]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
 - b) Reports from the engineer battalion or TF engineers about status of equipment.
 - (1) ACE.
 - (2) AVLB.
 - (3) MICLIC.
 - (4) Mine clearing blades and rollers.
 - (5) CLAMMS.
 - c) Countermobility status:
 - (1) Obstacle/barrier construction starting and completion times from engineers and subordinate units.
 - (2) Status on delivery of CL IV and V materials from engineers and subordinate units.
 - (3) Updates on adherence to obstacle preparation timelines from engineers and subordinate units.
 - (4) Updates on preparations for FASCAM employment from the brigade FSO. [ARTEP 71-3 MTP, Task 71-3-8003]
 - (5) Information on target turnover to maneuver units.
 - d) Survivability status:
 - (1) Position construction starting and completion times from engineers and subordinate units.
 - (2) Updates on adherence to survivability position construction timelines from engineers and subordinate units.
 - (3) Status of receipt of survivability materials from TF S4s.
 - e) Mobility status:
 - (1) Updates on availability of engineer materials from the engineer battalion S4.
 - (2) Updates on availability of engineer systems (operational, non-operational) from engineer companies.
 - (3) Updates on availability of mobility equipment organic to brigade maneuver units (e.g., plows, rollers, breach kits) from TF S4s.
 - (4) Reports from engineer reconnaissance units and TF scouts on terrain and enemy obstacles.

- f) Task organization status from engineer and TFS, including adherence to established timelines.
 i) Information from brigade S4 and brigade S4 section on the delivery of CL IV/V materials.
 j) Changes to TF projected locations, M/CM/S requirements, and timelines.
- 2a10 The brigade CMLO and NBC section obtain information concerning friendly and enemy NBC status.** [ARTEP 3-117-40 MTP, Task 3-4-0001; 0002, 0005/1]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
 - b) Status and location updates for NBC equipment and supplies from subordinate units and brigade S4.
 - c) Availability, status, and location of decontamination, smoke, and reconnaissance assets from division CMLO.
 - d) Changes to TF and subordinate units' plans in terms of projected locations, decontamination requirements, and timelines.
- 2a11 The brigade ADO obtains information on air defense requirements and resources.** [ARTEP 71-3 MTP, Task 71-3-6001/1]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
 - b) Disposition of ADA assets from the ADA battalion commander and subordinate ADA elements.
 - c) AD weapons systems and ammunition status from supporting ADA elements.
 - d) Changes or additions to USAF, USMC, USN or Army aviation routes and schedules through the brigade sector.
 - e) Changes in positions or priorities of designated brigade assets to be defended.
 - f) Changes to brigade and subordinate units' projected locations, routes, and timelines.
- 2a12 The Bde SO and communications section obtain information concerning brigade communications requirements and capabilities.** [ARTEP 71-3 MTP, Task 71-3-1101/1; 1102/1,4]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
 - b) Status of communications links from brigade CPs to division and other MSC CPs.
 - c) Disposition and status of divisional communications assets from the assistant division signal officer and signal battalion.
 - d) Updates from subordinate units on communications status.
 - (1) Status of communications links from brigade CPs.
 - (2) Equipment (secure and non-secure).
 - (3) SOIs.
 - e) Availability of subordinate unit communications personnel and equipment.
 - f) Intelligence information from the division signal battalion headquarters.
 - g) Status reports from retransmission stations.
 - (1) Positioning.
 - (2) Equipment serviceability and capability.

- (3) Communication ranges and dead spaces.
- h) Information from the brigade XO and brigade S3 about changes to proposed brigade CP locations and projected timelines.
- i) Changes to TF and subordinate units' plans in terms of projected locations and timelines.
- 2a13 The Army AVLO obtains information about friendly air capabilities and plans. [ARTEP 71-3 MTP, Task 71-3-7001; ARTEP 71-3 MTP, Task 01-4-1311, 1322]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
 - b) Updated status from the aviation brigade on helicopter availability, support, and plans.
 - c) Information from the brigade FSO on SEAD, ACAs, fires, and laser support for Army aviation operations.
 - d) Information from the brigade S3 and brigade S3 Air on concept for employment of Army aviation and desired effects.
 - e) Changes to TF and subordinate units' plans in terms of projected locations and timelines.
- 2a14 The brigade ALO and Marine air officer obtain information about friendly air plans and requirements. [FM 6-20-40, Chap 2, and p. A-9; FM 6-20-50, p. C-7; FM 71-3, Chap 3]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
 - b) Updated ATO information from division ALO about CAS (e.g., missions, times, routes).
 - c) Intelligence information through Air Force channels.
 - d) Information from the brigade S2 and brigade S2 section which confirms or refutes estimate of weather constraints and enemy AD capabilities.
 - e) Information from the brigade FSO on SEAD, ACAs, fires, and laser support requirements for friendly air operations.
 - f) Status from the brigade S3, brigade S3 Air, FSO, and AVLO concerning the concept for employment of JAAT and desired effects.
 - g) Status from the brigade AVLO on helicopter operations.
 - h) Changes to TF and subordinate units' projected locations and timelines.
- 2a15 The ALO or Marine air officer obtains information about requirements for, and capabilities of Marine/Navy air support. [FM 71-3, pp. 8-13; FM 6-20-40, p. A-26; FM 6-20-50, pp. C-25 - C-28]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
 - b) Availability/capability of Marine/Navy CAS.
 - c) Availability and times for general support naval gunfire from the NGLO or division naval gunfire officer.
- 2a16 The MP platoon leader obtains information on: [ARTEP 71-3 MTP, Task 71-3-1201/1]

- a) Changes from brigade commander to guidance, mission concept, priorities, and requirements for information.
 - b) Status of supporting MP forces.
 - c) Logistical information from the brigade S4 to support EPW holding areas (transportation, supplies, equipment, and medical).
 - d) Changes from brigade S3 regarding priorities for MP support for:
 - (1) Straggler and refugee control.
 - (2) Traffic control.
 - (3) EPW operations.
 - (4) Security operations.
- 2a17** The brigade S1 and brigade S1 section obtain personnel and administrative information. [ARTEP 71-3 MTP, Task 71-3-1001/1, 2; 1002/1, 3, 4; 1004/1; 1008/1; FM 101-5, P. C-5; FM 71-3, p. 8-5, 8-6, 8-17, 8-24]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
 - b) Personnel status from subordinate and supporting units.
 - (1) Personnel status reports.
 - (2) Critical MOS/grade shortages.
 - c) Personnel information from division G1/AG.
 - d) Availability of replacements and replacement operations (including WSRQ).
 - (1) FSB support capabilities from the FSB support operations center.
 - (2) Information from the MP platoon leader concerning EPW processing and evacuation requirements.
 - (3) Information from the brigade S5 concerning CMO support requirements.
 - e) Changes to subordinate and "slice" unit plans in terms of projected locations and times.
- 2a18** The brigade S4 and brigade S4 section obtain logistical information. [ARTEP 71-3 MTP, Task 71-3-4001/1, 3; 4002; 4003; FM 101-5, p. C-9; FM 71-3, pp. 8-5, 8-17, 8-24]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and information requirements.
 - b) Logistics reports from subordinate and supporting units.
 - (1) Status of supplies.
 - (2) Equipment readiness.
 - c) Task organization and status of CSS elements:
 - (3) (a) FSB.
 - (b) FTCPs.
 - (c) CTCPs.

- d) Maintenance, transportation and supply updates from the division G4, division transportation officer and FSB support operations center (including plans for WSRQ).
 - e) Availability of air transportation assets from the brigade S3 Air.
 - f) Information from the MP platoon leader concerning EPW support requirements.
 - g) Changes to subordinate and slice unit plans in terms of projected locations and times.
- 2a19 The brigade surgeon obtains medical information. [ARTEP 71-3 MTP, Task 71-3-1301/2, 3; 1302/1b]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and information requirements.
 - b) Medical updates and aerial medical evacuation capabilities from the division surgeon.
 - c) CL VIII supply updates from the division medical supply officer.
 - d) Additional medical support capability from the MSB and corps assets.
 - e) Subordinate and supporting unit medical support status.
 - f) Positioning and readiness of medical assets.
 - (1) Capability to receive, triage and evacuate casualties.
 - (2) Capability to subdue and supporting unit plans in terms of projected locations and times.
 - g) Changes to subordinate and supporting unit plans in terms of projected locations and times.
- 2a20 The FSB commander and support operations center obtain information about brigade CSS. [FM 63-20, Chap 3, 5, 6; FM 71-3, pp. 8-5, 8-6, 8-17, 8-18, 8-25]
- a) Changes from the brigade commander to guidance, mission, concept, priorities and information requirements.
 - b) Changes to guidance, priorities and requirements from the DISCOM commander.
 - c) CSS task organization.
 - (1) Tasks to provide CSS support to division and corps units.
 - (2) Information from the MSB regarding backup CSS support.
 - d) Information from the DMMC concerning supply and maintenance management support.
 - e) Information from supported units regarding their requirements.
 - f) Information on corps/division CSS assets in the brigade rear.
 - g) Information from all organizations in the BSA (for defense and terrain management).
 - h) Information from FSB subordinate elements about their preparations for the battle and capability to provide required CSS.
 - i) Information from FSB subordinate elements about their preparations for the battle and capability to provide required CSS.
- 2a21 The brigade HHC commander obtains information necessary to support the main and tactical CPs. [ARTEP 71-3 MTP, Task 71-3-1501]
- a) Obtains changes to brigade commander guidance, mission concept and information requirements from the brigade XO.
 - b) Obtains anticipated movement times and projected locations for the main and TAC CPs from the brigade XO and brigade S3.

- d) Obtains information from attachments/supporting agencies concerning space, supply and support requirements.
- 2b. The brigade CPs and staff support synchronization by evaluating acquired information and updating products. [FM 63-20, Chap 3 and 6; FM 101-5, Chap 6; ARTEP 1-100 MTP; ARTEP 3-117-40 MTP; ARTEP 71-3 MTP; LL-CALL Newsletter 90-8, Winning In The Desert, p. 24; LL-CALL CTC Bulletin 93-4, p. 9]
 - 2b1 The brigade CSM: [AN]
 - a) Evaluates brigade combat preparations and identifies special concerns of the brigade commander.
 - b) Evaluates extent of preparation versus desired endstate/time.
 - 2b2 The brigade XO: [AN]
 - c) Evaluates extent of preparation versus desired endstate/remaining time.
 - 2b3 The brigade S2 and brigade S2 section: [ARTEP 71-3 MTP, Task 71-3-2002, 2003, 2005, 2006]
 - a) Evaluate intelligence information: [ARTEP 71-3 MTP, Task 71-3-2002/1; 2003/1, 2, 2004/1; 2005]
 - (4) R&S plan/operations as to whether they continue to meet the brigade commander's intent.
 - (a) Positioning of assets to collect PIR and IR.
 - (b) Positioning of assets to maintain constant observation of NAIs and TAIs.
 - (c) Positioning of assets to detect and track HPTs, provide observation for attack of HPTs, and provide BDA on HPT following attack.
 - 2b4 The brigade S3 and brigade S3 section: [ARTEP 71-3 MTP, Task 71-3-3003; LL-CALL Newsletter 90-8, p. 25; LL-CALL Bulletin No. 4, Command and Control]
 - a) Evaluate information: ARTEP 71-3 MTP, Task 71-3-3003/1, 3]
 - (3) Comparison of desired brigade endstates with what is possible based on current brigade operations, current plans, and planning, and progress of preparations.
 - (a) Maneuver units status.
 - (b) Fire support status.
 - (c) M/CM/S support status.
 - (d) CSS status.
 - (e) Air defense status.
 - 2b5 The brigade S5 and S5 section: [ARTEP 71-3 MTP, Task 71-3-5001]

- a) Evaluate newly obtained information:
 - (2) Comparison of desired brigade endstates with what is possible based on the civil affairs situation and trends.
- 2b6 FSCOORD, brigade FSO, brigade FSE section, and NGLO:** [ARTEP 71-3 MTP, Task 71-3-9001, 9002]
- a) Evaluate information. [ARTEP 71-3 MTP, Task 71-3-9001/2, 3]
 - (2) Current fire support capability to support brigade operations and implement the fire support plan.
- 2b7 The brigade engineer, ABE, and engineer section:** [ARTEP 71-3 MTP, Task 71-3-8001, 8005]
- a) Evaluate information. [ARTEP 71-3 MTP, Task 71-3-8005]
 - (3) Progress on engineer tasks compared to timelines and required endstates.
- 2b8 The brigade CMLO and NBC section:** [ARTEP 71-3 MTP, Task 3-4-0003, 0004, 0007, 0017]
- a) Evaluate information. [ARTEP 71-3 MTP, Task 3-4-0004, 0007]
 - (2) Desired brigade endstates with what is possible based on current NBC situation and trends.
- 2b9 The brigade ADO:** [ARTEP 71-3 MTP, Task 71-3-6001, 6002]
- a) Evaluates information. [ARTEP 71-3 MTP, Task 71-3-6001/1]
 - (2) Current AD situation and trends compared with desired brigade endstates.
- 2b10 The Bde SO and brigade communications section:** [ARTEP 71-3 MTP, Task 71-3-1102, 1103]
- a) Evaluate information. [ARTEP 71-3 MTP, Task 71-3-1103/3]
 - (2) Current communication situation and trends are compared with desired brigade endstates.
- 2b11 The brigade AVLO:** [ARTEP 71-3 MTP, Task 71-3-7001/3, Task 01-4-1311, 1322]
- a) Evaluates information. [ARTEP MTP, Task 71-3-7001/3, Task 01-4-1311, 1322]
 - (2) Current aviation situation, trends, and allocated Army aviation support for brigade mission are compared with desired brigade endstates.
- 2b12 The brigade ALO:** [FM 101-5, p. 6-45]
- a) Evaluates information. [FM 101-5, p. 6-45]
 - (3) Current tactical air situation, trends, and allocated CAS support from the ATO are compared to desired brigade endstates.

- 2b13 The MP platoon leader: [ARTEP 71-3 MTP, Task 71-3-1201/1; 1202/1]
 a) Evaluates information: [ARTEP 71-3 MTP, Task 71-3-1201/1; 1202/1]
 (2) Current MP situation and trends are compared to desired endstates.
- 2b14 All brigade CSS officers and sections (brigade S1, brigade S4, surgeon and FSB commander): [FM 63-20, Chap 3 and 6; ARTEP 71-3 MTP, Task 71-3-1002; 1003; 1004; 1008; 1009; 4001; 4002; 4003; 1301]
 a) Evaluate information.
 (1) Compare desired brigade endstate with current and projected personnel, maintenance, transportation, medical, and supply status.
 (a) Adequacy of CSS for the brigade main effort.
 (b) Adequacy of CSS for the brigade secondary effort.
- 2b15 The HHC commander evaluates information.
 a) Evaluates capability to move, secure and support the main and TAC CPs.
 b) Provides assessment of capabilities versus requirements to move, secure and support the main and TAC CPs to the brigade XO.
- 2c The brigade CPs maintain status based upon updated products from the brigade staff. [FM 71-3, p. 3-20 - 3-25; LL-CALL, "News From 'The Front'"]
- 2c1 Command group/TAC CP maintains status. [FM 71-3, pp. 3-20 - 3-25]
 a) Information which supports the CCIR.
 b) Current and projected combat power status of subordinate units (e.g., green-amber-red).
- 2c2 Main CP maintains status. [FM 71-3, p. 3-20 - 3-25]
 h) Status of preparation activities to ensure compliance with stated mission timelines.
 i) Current and projected combat power status of subordinate units (e.g., green-amber-red).
 j) Status on task organization (into the brigade, within the brigade, and detachments out of the brigade).
 k) Obstacle and survivability position construction and progress as compared to timelines.
 l) Utilization of engineer assets and materials as compared to timelines.
- 2c3 Rear CP maintains status. [ARTEP 71-3 MTP, p. 3-20 - 3-25]
 a) Information which supports the CCIR.

- i) Current and projected personnel and equipment status.
 - (1) Personnel strength.
 - (2) Operational equipment strength.
 - (3) Status of supplies.
 - (4) Casualties.
 - (5) Replacement personnel status/location.
 - (6) Damaged and NMIC vehicles and equipment.

OUTCOME 3 ASSESSMENT

OUTCOME 3: Tactically sound recommendations and critical information are communicated by the armored brigade staff.

Component A: Staff provides critical information.	Adequate	Marginal	Not Adequate
Assessment Statements			
<ul style="list-style-type: none">Brigade staff officers and LNOs immediately communicate any response to CCIR to the commander, XO, and S3.Brigade staff officers and LNOs pass critical information to other staff officers and LNOs who require the information as soon as the information is received.The brigade XO manages information flow and establishes a system to keep the commander informed.The brigade S2 keeps commander updated with accurate information on the enemy situation and capabilities and on changes to terrain conditions.			
Component B: Staff and subordinate commanders provide sound recommendations.			
Assessment Statements			
<ul style="list-style-type: none">Brigade staff officers and LNOs provide appropriate recommendations to the commander relative to their functional areas.Brigade staff officers and LNOs provide appropriate recommendations to each other.The brigade S3 obtains recommendations from subordinate commanders on changes to the brigade plan based on their mission analyses, current status, and projected status.			

OUTCOME 3 DIAGNOSTIC AID

OUTCOME 3: Tactically sound recommendations and critical information are communicated by the armored brigade staff.

Task Elements

Component A: Staff provides critical information.

1. **The brigade command posts and staff manage and maintain command, control, and communications.** [TRADOC Pam 11-9, Chap 7 and App D]
 - 1a. **The brigade CPs manage means of C3.** [FM-71-3, pp. 3-1 - 3-20]
 - 1a2. **The brigade XO manages the flow of information in the brigade headquarters and establishes a system to keep the commander informed.** [FM 101-5, pp. 6-2, 6-11, 6-34; ARTEP 71-3 MTP, Task 71-3-0001; LL-CALL CTC Bulletin 95-4]
 - 1a3. **Brigade XO directs staff meetings:** [ARTEP 71-3 MTP, Task 71-3-0001]
 - a) Ensures that each staff officer disseminates information which is relevant to the entire staff.
 - b) Appraises completeness of information.
 - c) Identifies information gaps and directs actions to fill them.
 - 1a5. **LNOs provide information to the brigade commander and staff and to the headquarters they represent.** [FM 101-5, App L]
 - 1a8. **The brigade S3 at the command group and the TAC CP or TOC manages communication:** [FM 71-3, Chap 3; FM 71-123, Chap 1]
 - b) Passes processed information and keeps the commander updated on new information through concise, consolidated updates.
2. **The brigade command posts and staff support synchronization by acquiring, evaluating, and communicating information and maintaining status.** [TRADOC Pam 11-9, Chap 7 and App D]
 - 2a. **The brigade CPs and staff support synchronization by acquiring information.** [TRADOC Pam 11-9, Chap 7 and App D]
 - 2a1. **All brigade staff officers and LNOs obtain information; they commonly:** [FM 101-5, p. 3-84, C-4, Chap 6, App A]

- a) Focus information collection according to CCIR and immediately communicate any response to CCIR to the commander, XO, and brigade S3. [FM 101-5, pp. 6-8, 6-11, 6-16, and C-4]
- b) Obtain information relevant to fulfilling their responsibilities for the brigade's preparations for battle: [FM 101-5, pp. 6-33, 6-34]
- c) Continually coordinate with each other personally and with external headquarters to obtain information such as: [FM 101-5, p. 3-84, App A]
 - (1) Specific information requirements.
 - (2) Updates/modifications of CCIR as directed by the brigade commander during:
 - (a) Rehearsals.
 - (b) Backbriefs.
 - (c) Commander visits.
- 2a5 The brigade S3 and brigade S3 section obtain operations information (e.g., changes to METT-T and status of BOS) from: [FM 101-5, pp. C-8, C-9]
 - b) Subordinate units. [ARTEP 71-3 MTP, Task 71-3-3003/1, 2, 3]
 - (5) Recommendations from subordinate commanders (TF, DS FA, engineer, FSB) on changes to the brigade plan based on their mission analyses, current status, and projected status.
- 2b. The brigade CPs and staff support synchronization by evaluating acquired information and updating products. [FM 63-20, Chap 3 and 6; FM 101-5, Chap 6; ARTEP 1-100 MTP; ARTEP 3-117-40 MTP; ARTEP 71-3 MTP; LL-CALL Newsletter 90-8, Winning In The Desert, p. 24; LL-CALL CTC Bulletin 93-4, p. 9]
- 2b1 The brigade CSM: [AN]
 - b) Updates the brigade commander on his observations.
- 2b2 The brigade XO: [AN]
 - b) Updates his guidance to the staff on information shortfalls.
- 2d. The brigade CPs and staff support synchronization by communicating information to the commander, other staff members, and to anyone else who needs it. [FM 6-20-40, p. 26; FM 6-20-50, App C; FM 71-3, Chap 3 and 8; FM 71-123, Chap 1; FM 101-5, Chap 5 and 6, App A, B and L; ARTEP 1-100 MTP; ARTEP 3-117-40 MTP; ARTEP 71-3 MTP; FN-NTC]

- 2d1 All brigade staff officers and staff sections disseminate information. [FM 71-3, Chap 3, 8, and App H; FM 71-123, Chap 1; FM 101-5, Chap 5]
- b) Critical information needed to:
- (1) Coordinate brigade synchronization.
 - (2) Monitor the situation.
 - (3) Keep higher and adjacent headquarters informed.
 - (4) Influence their areas of responsibility.
- c) All staff officers remain alert for, and ensure that critical information they receive is passed to other staff officers who require the information as soon as it is received.
- 2d2 The brigade S2 and brigade S2 section assist the brigade commander to synchronize preparation for the battle by communicating enemy's situation, evaluations of enemy capabilities, and analyses of PIR, IR, and routine information.
- 2d3 The brigade S3 and brigade S3 section assist the brigade commander to synchronize preparation for the battle by communicating [ARTEP 71-3 MTP, Task 71-3-3003/2, 3; CTC Bulletin 95-4, Chap 1]
- a) Updated products:
- (1) WARNOs/FRAGOs.
 - (2) Coordinating instructions.
 - (3) Reports of the brigade situation.
 - (4) Evaluations of brigade state of preparedness.
 - (5) Answers to CCIR and IR.
- b) Information regarding units' requirements for use of terrain in the brigade area that impact on current operations.
- c) Information to adjacent units to coordinate: [ARTEP 71-3 MTP, Task 71-3-3003/3c]
- (1) Zones of attack or axes of advance, objectives, bypass criteria, and actions on contact.
 - (2) Battle handover location, criteria, and time or event at which handover is complete.
 - (3) Checkpoints, coordination points, phase lines, and contact points.
 - (4) Direct and indirect fire plans, A2C2 information, control measures, and restrictive fire lines.
 - (5) Location and activities of brigade R&S/counter reconnaissance elements.
- d) Mission information from other staff members (internal and external) which impacts on the maneuver plan.
- (1) Disposition and location of the brigade combat power.
 - (2) Brigade activities.
 - (3) Brigade capabilities.
 - (4) Status of personnel, equipment, and resupply.

- (5) Intentions of the brigade commander.
- (6) Unit boundaries.
- (7) Current situation.
- e) Information on future operations.
- f) Significant changes to enemy situation.
- g) Recommendations and decisions concerning shift of main effort, priorities, and synchronization of combat power.

2d4 The brigade S5 assists the brigade commander to synchronize preparation for the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-5001/2]

- a) CMO situation and analysis of CCIR, IR, and routine information.
- b) Civilian activity in the brigade's area of operations that will affect synchronization.

2d5 The brigade FSOCORD, FSO, FSE, and NGLO assist the brigade commander to synchronize preparation for the battle by: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-9002/2, 3]

a) Communicating:

- (1) Brigade fire support situation and analysis of CCIR, IR, and routine information.
 - (2) NSF support situation.
- b) The brigade FSO and FSE section coordinate with adjacent and higher FSEs and DS FA battalion headquarters to: [ARTEP 71-3 MTP, Task 71-3-9002/2]
- (1) Ensure that planned brigade fire support will not interfere with other fire support systems, will not disrupt adjacent unit operations, and will not jeopardize troop safety.
 - (2) Ensure that fire support information and products (e.g., target lists, FSEM, and CAS requests) are exchanged and refined.
- (3) The brigade FSO and FSE section coordinate with the brigade S3 and TF FSOs to verify: [ARTEP 71-3 MTP, Task 71-3-3001/2]
- (a) Control measures delineating mutual boundaries.
 - 1 Directed by division.
 - 2 Internal boundaries (TFs, scouts, security forces).
 - (b) Air space control measures.
 - (c) Fire support coordinating measures.
 - (d) Signals and conditions under which restrictive measures will be emplaced or lifted.

2d6 The ABE section assists the brigade commander to synchronize preparation for the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-8005/2]

- a) The brigade engineer situation, analysis of CCIR, IR, and routine information to other brigade staff sections and external headquarters/staff officers.
- b) The ABE section coordinates with brigade units and TF engineers to ensure that mobility operations are in accordance with the brigade order. [ARTEP 71-3 MTP, Task 71-3-8005/1]
 - (1) Sufficient engineer obstacle (natural and man-made) breaching equipment has been allocated to and coordinated with maneuver forces to ensure maintaining brigade momentum.
 - (2) Smoke and suppressive fires have been planned at critical breaching sites.
 - (3) MSRs and ASRs can be maintained allowing the brigade to sustain combat operations.
- c) The ABE section coordinates with brigade units and TF engineers to ensure that countermobility operations are in accordance with the brigade order. [ARTEP 71-3 MTP, Task 71-3-8002/2]
 - (1) Obstacles support the brigade scheme of maneuver and subordinate unit tactical plans, reinforce engagement areas, and are tied in to other obstacles and terrain.
 - (2) All obstacles are covered by observation, direct fires, and indirect fires.
 - (3) Control measures are established.
 - (4) Existing obstacles' locations and types are recorded, including lanes and passage points.
 - (5) Obstacle security is maintained by unit responsible for the obstacle.
- d) The ABE section coordinates with TF engineers to ensure that types and locations of required survivability positions are in accordance with the brigade order. [ARTEP 71-3 MTP, Task 71-3-8002]
 - (1) Position construction is based on priority (including positions for security force units).
 - (2) Locations are jointly sited by:
 - (a) Maneuver commanders (responsible for site selection).
 - (b) Engineer leaders (responsible for providing equipment, material, expertise, and for preparation to standard of vehicle positions).
- e) The ABE section coordinates with adjacent units and the assistant division engineer: [ARTEP 71-3 MTP, Task 71-3- 8005/1]
 - (1) To exchange information on obstacle status, type, and location.
 - (2) To ensure that division-directed obstacle requirements are satisfied.
 - (3) To exchange information on mobility plans and requirements (brigade, division).

2d7 The brigade CMLO and NBC section assist the brigade commander to synchronize preparation for the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 3-4-0007; 0009; 0016]

- a) The brigade NBC situation and analysis of CCIR, IR, and routine information.

- b) The brigade CMLO coordinates with the division CMLO and supporting reconnaissance, smoke, and decontamination units to confirm and organize plans and preparations. [ARTEP 71-3 MTP, Task 3-4-0005]
- 2d8 The brigade ADO assists the brigade commander to synchronize preparations for the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-6001/1, 6002]
 - a) The brigade ADA situation and analysis of CCIR, IR, and routine information.
 - b) The brigade ADO coordinates with higher headquarters, adjacent units, and ADA battalion headquarters. [ARTEP 71-3 MTP, Task 71-3-6002/2, 3]
 - (1) Coordinates with division A2C2 section and adjacent units to confirm scheme of maneuver, identification, friend, or foe (IFF) codes, and air defense weapons area coverage.
 - (2) Confirms weapons control status with higher and adjacent units.
 - (3) Confirms events and reporting systems which will cause the brigade to upgrade weapons control status.
- 2d9 The Bde SO and communications section assist the brigade commander to synchronize preparations for the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-1102/4]
 - a) Brigade communications situation and other routine information to other brigade staff sections and external headquarters/staff officers.
 - b) With adjacent units and the signal battalion headquarters. [ARTEP 71-3 MTP, Task 71-3-1102/4]
 - (1) Confirms allocation and locations of signal assets and capabilities.
 - (2) Acquires signal equipment to supplement brigade CPs and subordinate units which require special communications equipment.
- 2d10 The brigade AVLO assists the brigade commander to synchronize preparations for the battle by communicating: [ARTEP 71-3 MTP, Task 71-3-7001/3, Task 01-4-1311, 1322]
 - a) The brigade Army aviation situation to other brigade staff sections and external headquarters/staff officers.
 - b) Time on station for attack helicopters for specific missions.
 - c) A2C2 information.
- 2d11 The brigade ALO and Marine air officer assist the brigade commander to synchronize preparations for the battle by communicating: [FM 101-5, App A]
 - a) CAS situation and routine information to other brigade staff sections and external headquarters/staff officers.
 - b) Time on station for CAS sorties in support of specific targets.
 - c) A2C2 information.

2d12 The MP platoon leader assists the brigade commander to synchronize preparations for the battle by communicating the brigade MP situation and routine information to other brigade staff sections and external headquarters. [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-1201/1]

2d13 The brigade rear CP (brigade S1 and brigade S4 officers and sections) assists the brigade commander to synchronize preparations for the battle by communicating: [FM 101-5, App A]

a) Status of CL III, IV, and V supplies that will affect the current battle.

b) With brigade staff and brigade units:

(1) To identify additional requests for support.

(a) Transportation assets.

(b) Medical augmentation.

(c) Maintenance support for vehicles and weapons systems and for recovery of damaged vehicles or return of repaired vehicles.

(2) To coordinate the transportation of supplies and cargo through brigade units.

(3) To coordinate routine, emergency, and critical resupply operations (e.g., delivery times, types, and quantities of supplies required).

(4) To coordinate reception and processing of replacements.

(5) To track evacuation of personnel and casualties.

(6) To process awards, decorations, promotions, and legal actions.

(7) To coordinate for security and protection of CSS units operating forward.

3. **The brigade commander visualizes the battlefield.** [TRADOC Pam 11-9, Chap 7 and App D; ARTEP 71-3 MTP, Chap 3, 5; FM 71-100, Chap 1, 6; FM 100-5, Chap 1, 3, 4, App B, D, H; FM 71-3, Chap 1, 3, 8, App I, H; Battle Command Techniques and Procedures, Chap 2, 4, 5; Battle Command; LL-CALL Compendium, Vol 1, Heavy Forces; LL-CALL CTC Bulletin, 95-11, Chap 4 and 5]

3d. The brigade commander informs the division commander of the results of his brigade assessment. [AN]

3d1 The brigade commander's projection of the current battle indicates that the division commander's intent cannot be met without receipt of additional combat power, modification to the brigade mission, or change to the brigade plan.

3d2 The brigade can accomplish the mission.

4. **The brigade commander directs changes to the operation or plan.** [TRADOC Pam 11-9, Chap 7 and App D]
- 4b. **The brigade commander conducts the military decision-making process (MDMP) in a time-constrained environment.** [FM 71-3, App I; FM 101-5, pp. 4-41 - 4-60]
 - 4b4 **The commander may request information from the staff to support his COA development.**
 - b) Information available in current products.
 - 4b5 **The brigade commander describes his revised concept and COA to his staff.** [FM 71-3, App I; FM 101-5, pp. 4-48, 4-49]
 - b) **If time is available, the brigade staff.**
 - (1) Develops details on COA provided by the commander.
 - (2) Develops branches and sequels to the selected COA which adhere to the commander's guidance.
5. **The brigade commander directs and leads subordinate forces.** [TRADOC PAM 11-9, Chap 7, App D; FM 71-3, Chap 2, 3, FM 101-5, Chap 1, 4, App B, D, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 4, Battle Command, pp. 12-14, 34-37; FM 71-3, Chap 3; Command and General Staff College (CGSC) Student Text (ST) 22-102]
 - 5b. **The brigade commander exercises leadership during the preparation for the brigade mission by:** [FM 101-5, Chap 1, 4; FM 71-3, Chap 3; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4; Battle Command,, pp. 10-13, 32-37; Combined Arms and Services Staff School (CAS³) ST 101-5] [FM 71-3, Chap 3; FM 101-5, Chap 1, Battle Command Techniques and Procedures, Chap 1, 2; LL-CALL Newsletter No. 90-8, p. 25-26]
 - 5b6 **Providing the brigade subordinate commanders purpose, direction, and motivation by issuing clear and concise guidance and orders.**
 - 5b11 **Providing subordinate commanders with a vision of future operations.**
 - 5b15 **Providing accurate, objective reports to the division commander/assistant division commanders.**
 - 5f1 **The brigade commander synchronizes intelligence requirements with the other BOS.**
 - b) **The brigade S2 processes information and disseminates updated intelligence of enemy situation, terrain, and weather.**
 - (1) Descriptions and locations of obstacles, fortifications, and known or potential contaminated areas and available NBC delivery systems.

- (2) Threat locations (CPs, weapons systems), strengths, capabilities, probable boundaries, known vulnerabilities, and threat probable courses of actions and intentions.

Component B: Staff and subordinate commanders provide sound recommendations.

1. **The brigade command posts and staff manage and maintain command, control, and communications.** [TRADOC Pam 11-9, Chap 7 and App D]
 - 1a₁ The brigade CPs manage means of C3. [FM-71-3, pp. 3-1 - 3-20]
 - 1a₃ Brigade XO directs staff meetings: [ARTEP 71-3 MTP, Task 71-3-0001]
 - d) Initiates staff planning as part of an accelerated decision process.
 - 1a₅ LNOs provide information to the brigade commander and staff and to the headquarters they represent. [FM 101-5, App L]
 - 1a₈ The brigade S3 at the command group and the TAC CP or TOC manages communication: [FM 71-3, Chap 3; FM 71-123, Chap 1]
 - b) Passes processed information and keep the commander updated on new information through concise, consolidated updates.
2. **The brigade command posts and staff support synchronization by acquiring, evaluating, and communicating information and maintaining status.** [TRADOC Pam 11-9, Chap 7 and App D]
 - 2a₁ The brigade CPs and staff support synchronization by acquiring information. [TRADOC Pam 11-9, Chap 7 and App D]
 - 2a₁ All brigade staff officers and LNOs obtain information; they commonly: [FM 101-5, p. 3-84, C-4, Chap 6, App A]
 - c) Provide appropriate recommendations to the commander and XOs S3 relative to their functional areas. [FM 101-5, pp. 6-33, C-2]
 - 2a₅ The brigade S3 and brigade S3 section obtain operations information (e.g., changes to METT-T and status of BOS) from: [FM 101-5, pp. C-8, C-9]
 - b) Subordinate units. [ARTEP 71-3 MTP, Task 71-3-3003/1, 2, 3]
 - (5) Recommendations from subordinate commanders (TF, DS FA, engineer, FSB) on changes to the brigade plan based on their mission analyses, current status, and projected status.

- 2b. The brigade CPs and staff support synchronization by evaluating acquired information and updating products. [FM 63-20, Chap 3 and 6; FM 101-5, Chap 6; ARTEP 1-100 MTP; ARTEP 3-117-40 MTP; ARTEP 71-3 MTP; LL-CALL Newsletter 90-8, Winning In The Desert, p. 24; LL-CALL CTC Bulletin 93-4, p. 9]
- 2b2 The brigade XO: [AN]
- b) Updates his guidance to the staff on information shortfalls.
 - d) Convenes targeting and A2C2 cells as required.
- 2d. The brigade CPs and staff support synchronization by communicating information to the commander, other staff members, and to anyone else who needs it. [FM 6-20-40, p. 26; FM 6-20-50, App C; FM 71-3, Chap 3 and 8; FM 71-123, Chap 1; FM 101-5, Chap 5 and 6, App A, B and L; ARTEP 1-100 MTP; ARTEP 3-117-40 MTP; ARTEP 71-3 MTP; FN-NTC]
- All brigade staff officers and staff sections disseminate information. [FM 71-3, Chap 3, 8, and App H; FM 71-123, Chap 1; FM 101-5, Chap 5]
- a) Timely recommendations to the commander on critical synchronization actions.
- 2d2 The brigade S2 and brigade S2 section assist the brigade commander to synchronize preparation for the battle by communicating enemy's situation, evaluations of enemy capabilities, and analyses of PIR, IR, and routine information.
- 2d3 The brigade S3 and brigade S3 section assist the brigade commander to synchronize preparation for the battle by communicating: [ARTEP 71-3 MTP, Task 71-3-3003/2, 3; CTC Bulletin 95-4, Chap 1]
g) Recommendations and decisions concerning shift of main effort, priorities, and synchronization of combat power.
4. The brigade commander directs changes to the operation or plan. [TRADOC Pam 11-9, Chap 7 and App D]
- 4b. The brigade commander conducts the MDMP in a time-constrained environment. [FM 71-3, App I; FM 101-5, pp. 4-41 - 4-60]
- 4b4 The commander may request information from the staff to support his COA development.
- a) BOS specific estimates from selected staff members.
- 4b5 The brigade commander describes his revised concept and COA to his staff. [FM 71-3, App I; FM 101-5, pp. 4-48, 4-49]
b) If time is available, the brigade staff.

- 4b6 (1) Develops details on COA provided by the commander.
 (2) Develops branches and sequels to the selected COA which adhere to the commander's guidance.
- The brigade commander performs a suitability-feasibility-acceptability analysis of selected COA. The commander performs the analysis by himself, or with staff assistance. [FM 71-3, App I; FM 101-5, p. 4-51]

OUTCOME 4 ASSESSMENT

OUTCOME 4: Sound (feasible, suitable, acceptable) decisions are made by the brigade commander and others within the armored brigade. (Use Tables 2, 7, 8, and 9)	Adequate	Marginal	Not Adequate
---	-----------------	-----------------	---------------------

Assessment Statements

- Brigade commander determines if the plan is still valid as developed, valid with modifications by FRAGO, or invalid which requires development of a new plan.
- When the brigade receives a new mission or must drastically alter the current mission, and the commander has sufficient time and staff resources, the brigade commander conducts a methodical estimate of the situation and the decision making process.
- When the brigade receives a new mission or must drastically alter the current mission, and the commander has limited staff and time, the commander conducts the decision making process under time constrained conditions.
 - The brigade commander and selected staff quickly develop the restated mission.
 - The brigade commander and selected staff develop one flexible friendly COA with branch plans.
 - The brigade commander issues directive and very specific guidance to the staff.
 - The brigade commander and selected staff perform a suitability-feasibility-acceptability analysis of the new plan.
- The concept and resulting plan meet the following criteria:
 - Suitability
 - Accomplishes the brigade mission.
 - Meets the division and corps commanders' intents.
 - Accomplishes the brigade commander's intent for the brigade's endstate relative to the enemy.
 - Enables the brigade to maintain the initiative by forcing the enemy to react to the brigade COA.
 - Feasibility
 - Can be executed within time available considering the duration of events and time and distance factors for maneuver and fires.
 - Can be accomplished given availability and condition of roads, type and condition of terrain, and depth of action.

- The brigade has the combat power (force ratios) at critical points to accomplish the mission.
 - The brigade has the special equipment and personnel (e.g., CAS) to accomplish the mission.
- Acceptability
- The plan can be conducted within acceptable costs/risks.
 - Procedures governing clearance to engage targets are clear.
 - Control measures are enforced to prevent fratricide, civilian casualties, and collateral damage.
 - Mission completion is not at risk for failure.
 - Repositioning (if required) does not unduly endanger the lives of soldiers, supplies, or equipment.

OUTCOME 4 DIAGNOSTIC AID

OUTCOME 4: Sound (feasible, suitable, acceptable) decisions are made by the brigade commander and others within the armored brigade.

Task Elements

3. **The brigade commander visualizes the battlefield.** [TRADOC Pam 11-9, Chap 7 and App D; ARTEP 71-3 MTP, Chap 3, 5; FM 71-100, Chap 1, 6; FM 100-5, Chap 1, 3, 4, App B, D, H; FM 71-3, Chap 1, 3, 8, App I, H; Battle Command Techniques and Procedures, Chap 2, 4, 5; Battle Command; LL-CALL Compendium, Vol 1, Heavy Forces; LL-CALL CTC Bulletin, 95-11, Chap 4 and 5]
- 3a. The brigade commander updates his estimate based on his assessment of what he personally observes (sees), and incoming information regarding: [FM 101-5, Chap 1, 3, 4; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 10-14] [FM 101-5, Chap 4; FM 34-130, Chap 1, 2, 4; FM 71-100, Chap 1, 3, App 4; Battle Command Techniques and Procedures, Chap 2; Battle Command, pp. 22-24]
- 3a1 Mission:
 - a) The division and corps commanders' mission, intent, and concept.
 - b) The brigade mission, in terms of:
 - (1) Present concept of operation (maneuver and fires).
 - (2) Comparison of the present plan to the current situation.
- 3a2 Characteristics of the area of operations:
 - a) Weather.
 - (1) Visibility (fog and cloud cover).
 - (2) Light data.
 - (3) Precipitation.
 - (4) Temperature and humidity.
 - (5) Wind speed.
 - (6) Effects on terrain.
 - (7) Effects on enemy and friendly forces.
 - b) Terrain:

- (1) The impact of on the brigade units, the enemy's ability to maneuver, and the capability to apply combat power relating to the brigade mission.
- (2) The effects of terrain in relation to:
- (a) Observation and fire.
 - (b) Enemy and friendly obstacles.
 - (c) Obscurants (smoke, etc.).
 - (d) Electromagnetic measures.
- c) Other pertinent factors:
- (1) Safety and accident prevention.
 - (2) Economic and social infrastructures that effect brigade operations, such as communication, materiel, or transportation systems.
- 3a3 Enemy situation:
- a) Dispositions.
 - b) Composition.
 - c) Strength, to include committed forces, reinforcements, artillery, air, EW, air defense, anti-tank, and NBC.
 - d) Capabilities.
 - e) Recent and present activities.
 - f) Peculiarities and weaknesses.
 - g) PIR/IR.
 - h) Enemy capabilities, intentions, and most probable/dangerous COAs.
- 3a4 Friendly situation:
- a) The present friendly situation based upon his own personal observations and reports from:
- (1) Division commander, assistant division commanders, and G3.
 - (2) TF commanders, DS artillery battalion, DS engineer battalion, FSB, and other subordinate commanders.
 - (3) Brigade XO and brigade staff officers.
- b) The present friendly situation in terms of:
- (1) The brigade CCIR. [FM 101-5, 4-47/48, 6-8/9]
 - (2) The brigade commander's need for information based on his visualization of current and future desired endstates.
 - (3) Anticipated flow of the battle (e.g., changes in battle phasing).
 - (4) Changes in location of brigade combat power.
 - (5) The impact of past activities on brigade units, particularly those fighting the close battle.

- (6) The current operations of brigade units and their ability to modify or change their plans.
- (7) Changes in combat power of brigade units relative to the accomplishment of current and future missions relative to:
- (a) Capabilities, strengths, and weaknesses of subordinate commanders.
 - (b) Capabilities, strengths, and weaknesses of subordinate units in terms of:
 - 1 Weapon systems and equipment.
 - 2 Personnel.
 - 2 Supplies.
- (8) Status of brigade reserve.
- (9) Adjacent units.
- (a) Situation:
 - 1 Locations.
 - 2 Activities.
 - 2 Combat power.
- (b) Intentions and future plans.
- (10) Status of training.
- c) Time:
 - (1) The amount of time available and the amount of time required for:
 - (a) The brigade and its subordinate units to move or accomplish all assigned tasks.
 - (b) A planned event or required action to occur.
 - (c) Unit training.
 - (2) The amount of time available and the amount of time required to plan and coordinate missions.
- 3a5 Combat power relevant to the enemy.
- a) Maneuver units.
 - b) Supporting fires.
 - c) Leadership.
- 3a6 The battlefield operating systems:
- a) Intelligence.
 - (1) Is the enemy situation still valid?
 - (2) Are brigade collection assets still capable of providing required information about the enemy?
 - (3) Are original estimates about the weather and terrain still valid?

- b) Maneuver.
- (1) Does the brigade have the combat power to accomplish the mission in accordance with commander's intent?
 - (2) Do repositioning criteria and planned movement ensure that the mission can be achieved as designated?
 - (3) Are in-depth and on-order defensive positions prepared and do they meet the plan requirements and commander's intent?
 - (4) Does the scheme of maneuver gain the positional advantages to achieve commander's intent and the designated endstate including contingencies, branches, and sequels?
 - (5) Do the employment criteria and events for the use of reserves achieve the mission?
 - (6) Have reconnaissance, brigade rehearsals, and back-briefs confirmed the initial decision on where the brigade will accept decisive engagement?
 - (7) Will preparations be completed in accordance with commander's intent and in time to accomplish the mission?
 - (8) Is the main effort properly resourced to accomplish the mission?
- c) Fire support.
- (1) Have fire plans been adjusted based on new enemy and terrain information?
 - (2) Have fire plans and sector sketches been developed and modified to ensure that fires can be massed as designated by the commander?
 - (3) Have direct and indirect fire coordination measures been disseminated and confirmed by subordinate commanders?
 - (4) Have boundaries and other control measures been disseminated and confirmed by subordinate commanders?
 - (5) Are direct and indirect fire plans synchronized and integrated with all other combat multipliers, including physical tie-in between brigade units and units on the brigade's flanks?
 - (6) Do fire support priorities adequately weight the main effort?
 - (7) Do fires adequately support brigade R&S and counter-reconnaissance forces?
 - (8) Are target acquisition assets in place or projected to be in place in time?
 - (9) Have target lists been updated by the brigade FSO and TF FSOs, and are they synchronized with changes to the brigade or TF scheme of maneuver?
 - (10) Are fire support assets positioned and prepared to support the operation?
- d) Air defense.
- (1) Does ADA coverage ensure support of adjusted priorities, concept of the operation, and commander's intent?
 - (2) Have modifications to the weapons control status been made based on changes to the enemy air threat?
 - (3) Are air defense units positioned and capable of protecting the brigade now and during mission execution?
- e)
- (1) Are obstacles in place or projected to be in place in time?
 - (2) Are obstacles observed and covered by fires?

- (3) Do the obstacles shape the battlefield in accordance with commander's intent?
 - (4) Are plans for clearing lanes in friendly obstacles adequate to support brigade maneuver?
 - (5) Can the brigade conduct obstacle breaching as designated in the plan?
 - (6) Is there new information which might require changes to the point of penetration or breach?
 - (7) Are there sufficient mobility assets (mine plows/blades) for the breach element?
 - (8) Is the preparation of fighting positions on schedule?
 - (9) Is there adequate construction material and is it being delivered on time?
 - (10) Are there any modifications to FASCAM employment plans required by the engineer and FSCOORD/brigade FSO based on new information?
- f) Combat service support.
- (1) Is there a need to adjust CSS priorities based on new information?
 - (2) Are supplies adequate to support the operation and are they being delivered to brigade unit's on time?
 - (3) Are there sufficient transportation assets available and operational to support the operation?
 - (4) Does the status of personnel fill enable brigade units to accomplish their missions and tasks?
 - (5) Does the state of morale in the brigade support mission accomplishment?
 - (6) Is the current and projected state of maintenance of equipment in the brigade adequate to support mission accomplishment?
 - (7) Are medical personnel, supplies, and equipment available and positioned to support the concept of the operation?
 - g) Command and control.
 - (1) Are key communications links within the brigade operational?
 - (2) Do current and projected locations of CPs provide for continuous command and control?
- 3b. The brigade commander projects current battle endstates based on his evaluation of the current plan and brigade preparedness by anticipating factors associated with each battlefield operating system, e.g.: [FM 101-5, Chap 4; FM 34-130, Chap 1, 2, 3; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 38-45; FM 34-8, Chap 1, 2, App C]
- 3b1 Intelligence:
- a) Where will enemy forces to include follow-on, reserves, or uncommitted forces be at the conclusion of the current battle?
 - b) What will be the combat strength of enemy forces?
 - c) What will be the will to fight of enemy forces?
 - d) What will be the enemy's capability to conduct operations at the conclusion of the current battle?
 - e) What will be the enemy's limitations and exploitable weaknesses at the conclusion of the current battle?
 - f) What will the enemy's intentions and possible courses of action be at the conclusion of the current battle?

- g) What will be the terrain conditions and considerations at the conclusion of the current battle?
 - h) What will the weather conditions be at the conclusion of the current battle?
- 3b2 Maneuver:
- a) What will be the combat strength of the brigade's maneuver forces at the conclusion of the current battle?
 - b) Where will brigade maneuver forces to include reserves or uncommitted units be at the conclusion of the current battle?
 - c) What will the terrain responsibility of subordinate units be at the end of the current battle?
 - d) What will the task organization be at the end of the current battle?
 - e) What will the force ratios be at the end of the current battle?
- 3b3 Command and control:
- a) Do the current CCIR need revision or updating?
 - (1) Based on anticipated flow of the battle (e.g., changes in battle phasing).
 - (2) Based on changes to METT-T.
 - (3) Based on receipt of new guidance or missions from the division commander.
 - (4) Based on his visualization of current and future desired endstates.
 - b) What will be the status of unit morale, cohesion, and capability to continue operations at the end of the current mission?
 - c) What will the status of C3 be at the conclusion of the current mission?
 - d) What is the capability of subordinate leaders to assume command in the event of commander casualties?
- 3b4 Fire support:
- a) What will be the strength and ammunition status of all fire support assets at the end of the current mission?
 - b) What will be the DS FA unit's capability to support brigade operations at the end of the current mission?
- 3b5 Air defense:
- a) What air defense assets will be available at the end of the current mission?
 - b) What will the status of the early warning system be at the end of the mission?
 - c) What will be the status of the air defense command and control system be at the end of the mission?
 - d) What will the enemy air threat be at the end of the mission?
- 3b6 Mobility and survivability:
- a) What engineer assets and CL IV/V supplies will be available to support mobility and survivability operations at the end of the mission?

- b) What will be the engineer unit capability be to continue operations in support of the brigade?
 - c) What will be the capability of supporting NBC reconnaissance, smoke, and decontamination units to support brigade operations?
- 3b7 Combat service support.
- a) What will the operational capability of the subordinate unit's CSS system be at the end of the current mission?
 - b) What will be the operational capability of the FSB at the end of the mission?
 - c) What will be the availability of all classes of supply at the end of the mission?
 - d) What will be the capability of the medical support system to continue operations?
- 3c The brigade commander anticipates requirements and actions based on his projection of the outcome of the current mission. [FM 101-5, Chap 1, 2, 4, 5, App C, D, E; Battle Command Techniques and Procedures, Chap 2, 4; LL-CALL Newsletter 90-8, pp. 23-24]
- 3c1 The brigade commander bases anticipated future requirements and actions on:
- a) The brigade on-order or be prepared mission(s).
 - b) His understanding of the higher commander's intent and future plans.
 - c) His projection of the outcome of the current mission.
 - d) His assessment of what the enemy will do at the end of the current mission.
 - e) His assessment of risk.
 - f) Subordinate/supporting units' capabilities.
 - g) Existing brigade contingency plans or wargamed branches and sequels to the current operation.
- 3c2 The brigade commander develops information to assist him in determining future requirements and actions by:
- a) Communicating with division headquarters to ensure that he knows and understands future division plans.
 - b) Soliciting input from the senior leadership within the brigade, i.e., brigade XO, brigade S3, and subordinate TF and battalion commanders.
- 3c3 The brigade commander defines requirements and actions based on battlefield operating system factors:
- a) Intelligence BOS:
 - (1) Adjustments necessary to the PIR.
 - (2) Additional intelligence collection assets needed.
 - (3) Mission changes for intelligence collection assets
 - b) Maneuver BOS:

- (1) Missions appropriate for all maneuver forces.
 - (2) Repositioning or reorientation required for maneuver units at the end of the current battle.
 - (3) Mission changes required for the brigade maneuver reserve.
 - (4) Direction or guidance given to subordinate commanders to reduce ambiguity for future operations.
 - (5) Changes necessary in the maneuver scheme to shape the current battle so as to be better postured for the on-order mission.
 - (6) Impact of adjacent unit dispositions, strength, activities, capabilities, and missions on projected brigade operations.
 - (7) Additional maneuver combat power required.
- c) Fire support BOS:
- (1) Changes required to the fire support priorities and plan.
 - (2) Additional fire support assets needed.
 - (3) Requirements to reposition fire support assets.
 - (4) Adjacent units' capabilities to support.
 - (5) Retargeting of HPTs.
- d) Command and control BOS:
- (1) Adjustments required in brigade command and control.
 - (2) Additional communications capability required.
 - (3) Impact of time on future actions.
 - (4) Adjustments necessary to command and control graphics.
 - (5) Adjustments necessary to the DST and other operational matrixes.
- e) Air defense BOS:
- (1) Repositioning requirements for air defense assets.
 - (2) Adjustments to the air defense priorities.
 - (3) Additional air defense assets are needed.
- f) M/S BOS:
- (1) Additional M/CM/S assets required.
 - (2) Adjustments to the mobility tasks required.
 - (3) Countermobility tasks required.
 - (4) Survivability tasks required.
 - (5) MOPP status.
 - (6) Decontamination requirement.
- g) CSS BOS:
- (1) Additional CSS units required.

- (2) Adjustments necessary in the positioning of logistics support units and nodes.
 - (3) Additional supplies, by class of supply required.
 - (4) Additional personnel needed by MOS.
- 3e. The brigade commander decides whether the current plan needs to be changed. [FM 101-5, Chap 4, 7, App H, J; Battle Command Techniques and Procedures, Chap 2, 4, 5]
- 3e1 The brigade commander decides the current plan meets the assessed situation and continues to monitor and direct brigade battle preparations. [FM 101-5, p. 4-48]
- 3e2 The brigade commander decides the plan must be modified. [FM 101-5, p. 4-48]
 - a) The brigade commander bases his decision to initiate a FRAGO by considering: (See Task 4 for description of how to develop and issue this FRAGO) [FM 101-5, pp. 1-14 - 1-16]
 - (1) Whether COAs previously developed can be modified and developed as the new plan.
 - (2) Time available to develop, coordinate, implement, and rehearse a new plan.
 - (3) Subordinate units' time to complete new preparation requirements under the new plan and task organization.
 - (4) The brigade staff's ability to continue to monitor and direct current brigade activities while meeting new planning requirements.
 - (5) Whether the fire support assets meet the requirements of the COA considered.
 - (6) Whether the M/S assets meet the requirements of the COA considered.
 - (7) Whether CSS capabilities meet the requirements of the COA considered.
 - (8) Whether AD capabilities meet the requirements of the COA considered.
 - (9) Whether pre-planned CAS and JAT can support the contemplated modification without alteration.
 - (10) Whether a new DST and FSEM are required to incorporate the modification.
 - (11) Whether the brigade communication system capability meets the requirements to support the modified brigade COA.
 - (12) Ability of the brigade to respond to the new situation based on current tactical posture and situation.
 - (a) Maneuver forces available to respond without impacting brigade ability to perform the current mission.
 - (b) Availability of CS, CSS, and supplies to support the new situation without impacting on support necessary for the current mission.
 - (13) Impact of diverting key staff members from synchronizing the current mission to planning for a new mission.

- b) The brigade commander determines effects on the MDMP based on the magnitude of change to the plan, potential for confusion on the battlefield, staff availability, and the amount time available before execution. [FM 101-5, Chap 4]
- 4. **The brigade commander directs changes to the operation or plan.** [TRADOC Pam 11-9, Chap 7 and App D]
 - 4b. The brigade commander conducts the MDMP in a time-constrained environment. [FM 71-3, App I, FM 101-5, pp. 4-41 - 4-60]
 - 4b1 When current orders are changed during the preparation phase of the battle, the brigade commander must consider:
 - a) Using MDMP products in use during the current mission as reference points from which modifications are made:
 - (1) Weather analysis.
 - (2) Terrain analysis.
 - (3) Enemy order of battle and updated IPB products.
 - (4) Current updated staff estimates.
 - (a) Brigade capabilities.
 - (b) Constraints.
 - b) PIR, EEFI, and FFIR requested by the commander.
 - 4b2 The brigade commander completes an update of his estimate.
 - a) Mission:
 - (1) Identifies specified and implied tasks which his brigade must accomplish.
 - (2) Appraises whether the who, what, where, when, and why of the envisioned brigade plan support the higher commanders' intent.
 - b) Enemy:

- (1) Estimates the enemy's strength, location, disposition, activity, equipment, capability, and intentions.
 - (2) Determines most likely and most dangerous enemy COAs that the brigade must defeat.
 - c) Terrain and weather: observation and fields of fire, cover and concealment, obstacles, key terrain, avenues of approach (OCOKA), vegetation, soil type, hydrology conditions, visibility, climatic conditions, and visibility.
 - d) Troops: analyzes the brigade's and TF's combat power in terms of capability relative to the mission by considering:
 - (1) Capabilities, strengths, and weaknesses of subordinate commanders and units.
 - (2) Weapon systems and equipment.
 - (3) Disposition.
 - (4) Supplies.
 - (5) Troop rest and morale.
 - e) Time: analyzes the time available for planning, preparing, and executing the operation for both enemy and friendly forces.
- 4b3) The brigade commander conducts quick mission analysis by:
- a) Analyzing the division and corps commanders' mission and intent.
 - b) Reviewing the area of operations, higher headquarters concept of operations, and task organization.
 - c) Identifying specified, implied, and essential tasks.
 - d) Considering any restrictions or constraints.
 - e) Considering command and control warfare (C2W).
 - f) Assessing risk.
 - g) Determining critical facts and assumptions which will directly affect mission accomplishment.
 - h) Identifying time critical tasks (shifting units, resupply, and requesting additional resources).
 - i) Establishing a time schedule using backward planning.
 - j) Approving the brigade restated mission.
- 4b4) The commander may request information from the staff to support his COA development.
- a) BOS specific estimates from selected staff members.
 - b) Information available in current products.
- 4b5) The brigade commander describes his revised concept and COA to his staff. [FM 71-3, App I; FM 101-5, pp. 4-48, 4-49]
- a) The commander develops and explicitly expresses COA.
 - (1) His intent and desired endstate.
 - (2) Concept of operations.
 - (a) Major components of maneuver and focus of fires.

- (b) Integration of combat multipliers.
 - (c) Decisive points.
 - (d) Main effort.
 - (3) Enemy COA(s) to be considered.
 - (4) CCIR.
 - (5) Limitations.
 - (6) Risks.
- b) If time is available, the brigade staff.
- (1) Develops details on COA provided by the commander.
 - (2) Develops branches and sequels to the selected COA which adhere to the commander's guidance.
- 4b6 The brigade commander performs a suitability-feasibility-acceptability analysis of selected COA. The commander performs the analysis by himself, or with staff assistance. [FM 71-3, App I; FM 101-5, p. 4-51]
- a) Suitability factors:
 - (1) New concept accomplishes the brigade mission.
 - (2) New concept meets the division and corps commanders' intents.
 - (3) The plan accomplishes his intent for the brigade's endstate relative to the intended endstate for the enemy.
 - (4) The brigade can maintain the initiative by forcing the enemy to react to the new brigade COA.
 - b) Feasibility factors:
 - (1) Time to execute the plan(s) as designed.
 - (a) Duration of events.
 - (b) Time and distance factors for maneuver and fires.
 - (2) There is sufficient ground and air space to accomplish the plan(s) as designed.
 - (a) Roads and terrain support the plan.
 - (b) Depth of action.
 - (3) The brigade has the means to execute the plan(s) as designed.
 - (a) Brigade combat power versus the enemy (force ratios).
 - (b) Special equipment and personnel to accomplish the mission (e.g., bridging equipment, mine clearing, Army aviation, CAS, etc.).
 - (4) Impact on on-going preparation activities.
 - (5) Impact on subordinate units and combat multipliers.
 - (6) Requirements to alter task organization.
 - c) Acceptability:

- (1) Mission completion is not at risk for failure.
 - (2) Risks to soldiers and equipment do not exceed acceptable limits.
 - (3) Protective measures are incorporated.
 - (4) Positioning and repositioning does not unduly endanger soldiers, supplies, or equipment.
 - (5) Safety measures are incorporated especially when soldiers are expected to be exhausted.
- 4b7 The brigade commander quickly compares COA (if more than one).
- 4b8 The brigade commander selects a COA and announces his decision to key brigade staff members.
- 4b9 The brigade commander conducts mission risk assessment to ensure that conditions most likely to cause mission failure and accidents (including fratricide) have been mitigated.
- a) Brigade units have been tasked within their capabilities.
 - b) Procedural and positive risk-reduction control measures have been implemented, for example:
 - (1) Situation is understood by brigade members.
 - (2) Procedures governing clearance to engage targets are clear.
 - (3) Positive target identification.
 - (4) SOPs are consistent with doctrine and are adhered to.
 - (5) Control measures are flexible enough not to interfere with operations and are firm enough to prevent fratricide, civilian casualties, and collateral damage.
 - (6) Doctrinally correct terminology is applied to all control measures; e.g., fire support coordination lines (FSCL), restrictive fire lines (RFL).
 - (7) Rules of engagement (ROE) are clear.
- 4b10 The brigade commander reviews his current CCIR to determine: [FM 101-5, pp. 4-47/48]
- a) Validity of CCIR.
 - b) New CCIR required to provide him with the information needed to make decisions about the plan.
5. **The brigade commander directs and leads subordinate forces.** [TRADOC PAM 11-9, Chap 7, App D; FM 71-3, Chap 2, 3, FM 101-5, Chap 1, 4, App B, D, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 4, Battle Command, pp. 12-14, 34-37; FM 71-3, Chap 3; ST 22-102]

- 5b. The brigade commander exercises leadership during the preparation for the brigade mission by: [FM 101-5, Chap 1, 4; FM 71-3, Chap 3; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4; Battle Command, pp. 10-13, 32-37; CGSC ST 101-5] [FM 71-3, Chap 3; FM 101-5, Chap 1; Battle Command Techniques and Procedures, Chap 1, 2; LL-CALL Newsletter No. 90-8, p. 25-26]
- 5b7 Maintaining his perspective and focus on the brigade mission, regardless of the turmoil surrounding him.
- 5b8 Demonstrating a flexibility to quickly adjust to a rapidly changing situation to accomplish the mission.
- 5b9 Visualizing and thinking in dimensions of time and space regarding the consequence of actions.
- 5b10 Visualizing follow-on brigade missions.
- 5c. The brigade synchronizes tactical operations through rehearsals. [FM 101-5, App M; FM 71-3, p. 3-23 - 3-29; LL-CALL Bulletin No. 93-4, pp. 17-18; LL-CALL Newsletter No. 91, p. 17]
- 5e6 The brigade commander controls and participates in the brigade rehearsal. [FM 71-3, pp. 3-27 - 3-29]
d) Exercises the decision-making process he expects to be faced with during the mission:
(1) Identifying times or events during the mission which will require him to make decisions.
(2) Observing how his decisions are implemented by brigade units and the staff.
(3) Identifying the key decision points which are most likely to produce the outcomes which support his intent and desired endstate.
(4) Appraising utility of his decision support aids (e.g., DST, synchronization matrix).
- 5f. The brigade commander ensures that each BOS is synchronized with other BOS during visits, backbriefs, and rehearsals. [FM 101-5, pp. H-36 - H-42]
- 5f1 The brigade commander synchronizes intelligence requirements with the other BOS.
a) The commander and S2 review the DST, enemy situation template, and event template to ensure that threat courses of action are clear and understood.
- 5f2 The brigade commander synchronizes maneuver with the other BOS.
a) Subordinate units' maneuver plans are verified and synchronized with indirect fires and the brigade plan.
(1) Direct and indirect fire plans include:

- (a) Units and weapons systems positions.
 - (b) Triggers for the initiation of direct and indirect fires.
 - (c) Disengagement and engagement criteria.
 - (d) Direct and indirect fire control measures.
- (2) Maneuver plans include:
- (a) Actions in the objective area.
 - (b) Actions on contact.
 - (c) Movement techniques.
- (3) Security and covering force plans including:
- (a) Passage of lines.
 - (b) Battle-handover.
 - (c) Integration of fire support.
 - (d) Reconstitution.
- (4) Movement plans during the battle including:
- (a) Whether routes are selected, reconnoitered, and marked.
 - (b) Whether movement to alternate and supplementary positions, including overwatch covering displacement, takes advantage of available cover and concealment.
 - (c) Whether direct and indirect fires are synchronized with movement and repositioning to preserve the force and to attrite and delay the enemy.
 - (d) Whether commitment of the reserve is consistent with brigade plans.
- b) Brigade contingency plans, branches, and sequels are verified and synchronized.
- c) Reactions to NBC attacks are integrated to ensure force protection and reinforce the brigade's ability to perform its mission on a contaminated battlefield.
- (1) NBC reports and NBCWRS, including agent detection/identification and MOPP posture changes, are continuously assessed and disseminated.
 - (2) Decontamination sites and equipment are prepared to support hasty and deliberate decontamination.
 - (3) Brigade units and soldiers can perform basic decontamination skills.
- 5f3 The brigade commander synchronizes fire support with the other BOS.
- a) Subordinate unit fire support plans are verified and synchronized with the brigade scheme of maneuver and fire support plan.
 - b) The brigade fire support plan is reviewed for refinements, to include:

- (1) Shifts in priorities of fires and timing for preplanned and targets of opportunity engagements in each phase of the operation.
 - (2) Positioning of primary and backup observers to allow observation of all preplanned targets and EAs.
 - (3) Priority of fires and priority targets for each phase of the mission, including method for prioritizing calls for fire.
 - (4) Finalizing artillery target groups and series.
 - (5) Employment concept for special munitions (i.e., FASCAM, smoke, dual-purpose, improved conventional munitions (DPICM), copperhead) is completed.
 - (6) Refinements to employment of CAS and Army aviation.
 - (7) Control measures and restrictions.
- c) Refinements to the fire support plan are integrated by FRAGOs, into:
- (1) The DST.
 - (2) The synchronization matrix.
 - (3) The FSEM.
- 5f4 The brigade commander synchronizes air defense with the other BOS.
- a) Brigade S2 identifies enemy air avenues of approach and enemy attack helicopter firing positions.
 - b) Brigade ADO confirms air defense coverage against enemy air attacks along single and multiple air avenues of approach.
 - c) Air defense assets are ready to move with maneuver elements to ensure that planned support is provided without interfering with the subordinate units' maneuver.
 - d) The brigade commander and brigade ADO examine ADA coverage plans to identify weaknesses and risks.
 - e) A2C2 considerations are understood by all airspace users.
 - f) Fratricide prevention measures are adequate and understood.
- 5f5 The brigade commander synchronizes mobility, countermobility, and survivability with the other BOS.
- a) Ensures that mobility assets are task organized, positioned, and prepared to respond to potential obstacles and choke point congestion.
 - (1) Verifies that brigade units are prepared to conduct in-stride and deliberate breaching.
 - (2) Timing and coordination for each separate brigade counter-obstacle breach is finalized to ensure synchronization between the support, breach, and assault forces.
 - (3) Verifies engineers and subordinate units are prepared to perform obstacle reconnaissance in order to physically confirm brigade breach sites.
 - b) Checks that countermobility plan to ensure integration of direct and indirect fire for each obstacle.
 - c) Verifies that survivability positions for vehicles, personnel, and equipment are being completed as planned.

- 5f6** The brigade commander synchronizes CSS with the other BOS.
- a) Verifies that CSS assets are positioned and prepared to provide planned supply, medical, transportation, and maintenance support to the brigade during the mission, without interfering with the brigade maneuver.
 - b) Verifies push packages of emergency resupplies are configured and ready.
 - c) Reviews designated MSR and ASRs to ensure that CSS assets can provide timely response.
 - d) Verifies that medical assets and operations are prepared to support the brigade.
 - e) Ensures that vehicles and equipment are being recovered, repaired, and returned to user or delivered to higher maintenance echelons during the preparation phase.
 - f) Verifies that maintenance assets are task organized and are prepared to provide support and that unit maintenance collection points (UMCPs) are prepared to displace and provide planned support.
- 5f7** The brigade commander synchronizes command and control with the other BOS.
- a) The brigade commander reviews the DST, synchronization matrix, and FSEM to ensure that:
 - (1) Plan modifications are integrated.
 - (2) Mission details to achieve the commander's intent are adequately reflected.
 - (3) Combat power is synchronized and massed:
 - (a) Against the enemy.
 - (b) At the decisive point as visualized by the brigade commander.
 - b) The brigade commander reviews the criteria for the employment of reserves to verify that his intent and visualized endstate can be achieved.
 - c) Planned command and control measures are reviewed by the brigade commander, staff, and subordinate leaders to ensure completeness of all brigade documents; at minimum:
 - (1) Maneuver graphics and control measures (e.g., phase lines, objectives, routes, check and coordination points).
 - (2) Signals and quick execution code words.
 - (3) DST.
 - (4) Synchronization matrix.
 - (5) FSEM and FSCM.
 - d) CPs and staff are prepared to support the mission
 - (1) Ready to receive, process, and disseminate information.
 - (2) Move and position to support the brigade commander during the battle.
 - (3) Coordinate and synchronize combat multipliers.
 - (4) Exchange information with division and adjacent units.

OUTCOME 5 ASSESSMENT

OUTCOME 5: Affected units and personnel receive relevant changes and refinements to plans in time to perform troop leading procedures and required actions. (Use Table 4)	Adequate	Marginal	Not Adequate
--	----------	----------	--------------

Assessment Statements

- The brigade commander continuously reviews current situation with his running estimate in regard to METT-T factors and issues related to each BOS and identifies changes from his earlier estimate.
- Modifications to the plan are based on METT-T.
- Modifications generate the least amount of confusion possible.
- The commander and/or staff issue WARNOS to alert staff members, subordinate units, adjacent units, supporting units, and higher HQ that the plan will be changed (Table 4).
- FRAGO is complete, containing:
 - Mission statement.
 - Commander's intent.
 - Concept of the operation.
 - Task organization, if modified.
 - Communications plan.
 - CS S plan.

- Control measures with FRAGO include updates of the following:
 - DST.
 - Synchronization matrix.
 - Fire support plan.
 - Fire support execution matrix.
 - Fire support control measures.
- Subordinate units, adjacent units, and supporting units receive FRAGO in time to complete new preparation requirements (Table 4).

OUTCOME 5 DIAGNOSTIC AID

OUTCOME 5: Affected units and personnel receive relevant changes and refinements to plans in time to perform troop leading procedures and required actions.

Task Elements

1. **The brigade command posts and staff manage and maintain command, control, and communications.** [TRADOC Pam 11-9, Chap 7 and App D]
 - 1a. The brigade CPs manage means of C3. [FM 71-3, pp. 3-1 - 3-20]
 - 1a1 The brigade commander appoints an "information manager" from the staff (usually the brigade XO) to: [FM 101-5, Chap 6 and App B]
 - d) Establish and enforce timelines.
 - 1a5 LNOs provide information to the brigade commander and staff and to the headquarters they represent. [FM 101-5, App L]
 - a) Responses to specific questions asked of LNO.
 - b) Unit locations, activities, capabilities, status, and intentions.
 - c) Coordination problems.
 - (1) Inability to reach/meet with specific people or staff positions.
 - (2) Receipt of information which invalidates or should change estimates and plans.
2. **The brigade command posts and staff support synchronization by acquiring, evaluating, and communicating information and maintaining status.** [TRADOC Pam 11-9, Chap 7 and App D]
 - 2d. The brigade CPs and staff support synchronization by communicating information to the commander, other staff members, and to anyone else who needs it. [FM 6-20-40, p. 26; FM 6-20-50, App C; FM 71-3, Chap 3 and 8; FM 71-123, Chap 1; FM 101-5, Chap 5 and 6, App A, B and L; ARTEP 1-100 MTP; ARTEP 3-117-40 MTP; ARTEP 71-3 MTP; FN-NTC]
 - 2d1 All brigade staff officers and staff sections disseminate information. [FM 71-3, Chap 3, 8, and App H; FM 71-123, Chap 1; FM 101-5, Chap 5]

- b) Critical information needed to:
- (1) Coordinate brigade synchronization.
 - (4) Influence their areas of responsibility.
- 2d3 The brigade S3 and brigade S3 section assist the brigade commander to synchronize preparation for the battle by communicating: [ARTEP 71-3 MTP, Task 71-3-3003/2, 3; CTC Bulletin 95-4, Chap 1]
- a) Updated products:
 - (1) WARNOS/FRAGOs.
 - (2) Coordinating instructions.
 - (4) Evaluations of brigade state of preparedness.
 - (5) Answers to CCIR and IR.
 - (6) Information on future operations.
 - (7) Significant changes to enemy situation.
 - (8) Recommendations and decisions concerning shift of main effort, priorities, and synchronization of combat power.
- 2d5 The brigade FSCOORD, FSO, FSE, and NGLO assist the brigade commander to synchronize preparation for the battle by: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-9002/2, 3]
- b) The brigade FSO and FSE section coordinate with adjacent and higher FSEs and DS FA battalion headquarters to: [ARTEP 71-3 MTP, Task 71-3-9002/2]
 - (1) Ensure that planned brigade fire support will not interfere with other fire support systems, will not disrupt adjacent unit operations, and will not jeopardize troop safety.
 - (2) Ensure that fire support information and products (e.g., target lists, FSSEM, and CAS requests) are exchanged and refined.
 - (3) The brigade FSO and FSE section coordinate with the brigade S3 and TF FSOs to verify: [ARTEP 71-3 MTP, Task 71-3-3001/2]
 - (a) Control measures delineating mutual boundaries.
 - 1 Directed by division.
 - 2 Internal boundaries (TFs, scouts, security forces).
 - (b) Air space control measures.
 - (c) Fire support coordinating measures.
 - (d) Signals and conditions under which restrictive measures will be emplaced or lifted.

3. **The brigade commander visualizes the battlefield.** [TRADOC Pam 11-9, Chap 7 and App D; ARTEP 71-3 MTP, Chap 3, 5; FM 71-100, Chap 1, 6; FM 100-5, Chap 1, 3, 4, App B, D, H; FM 71-3, Chap 1, 3, 8, App I, H; Battle Command Techniques and Procedures, Chap 2, 4, 5; Battle Command; LL-CALL Compendium, Vol 1, Heavy Forces; LL-CALL CTC Bulletin, 95-11, Chap 4 and 5]
 - 3e. **The brigade commander decides whether the current plan needs to be changed.** [FM 101-5, Chap 4, 7, App H, J; Battle Command Techniques and Procedures, Chap 2, 4, 5]
 - 3e2. **The brigade commander decides the plan must be modified.** [FM 101-5, p. 4-48]
 - a) The brigade commander bases his decision to initiate a FRAGO by considering: (See Task 4 for description of how to develop and issue this FRAGO) [FM 101-5, pp. 1-14 - 1-16]
 - (2) Time available to develop, coordinate, implement, and rehearse a new plan.
 - (3) Subordinate units' time to complete new preparation requirements under the new plan and task organization.
 - (4) The brigade staff's ability to continue to monitor and direct current brigade activities while meeting new planning requirements.
 4. **The brigade commander directs changes to the operation or plan.** [TRADOC Pam 11-9, Chap 7 and App D]
 - 4a. The commander and/or staff issue WARNOS to alert staff members and subordinate elements that the plan will be changed. WARNOS may include: [FM 101-5, p. 4-55; LL-CALL Newsletter No. 90-8, p. 23; LL-CALL Newsletter No. 93-3, pp. 1-3]
 - 4a1 The enemy situation, events, and the mission, task, or operation.
 - 4a2 The corps and division missions.
 - 4a3 The corps and division commanders' intents.
 - 4a4 The commander's intent statement.
 - 4a5 The earliest time of movement or degree of notice the commander gives to the main body.
 - 4a6 Orders for preliminary action, reconnaissance, surveillance, and observation.

- 4a7 Service support instructions, any special equipment necessary, regrouping of transportation, or preliminary moves to assembly areas.
- 4a8 The rendezvous point or time for assembly of an orders group, whether commanders or representatives are to attend, and the time needed for issuing written orders.
- 4c. The brigade commander directs preparation of a FRAGO. [FM 101-5, App H; ARTEP 71-3 MTP, Task 71-3-3010]
- 4c1 The brigade XO manages and supervises internal and external coordination by the staff to prepare a synchronized FRAGO. [ARTEP 71-3 MTP, Task 71-3-0001; LL-CALL Newsletter, No. 93-3, p. 24-25]
- 4c2 The staff takes prompt action to accomplish the guidance given by the commander.
- 4c3 The brigade staff prepares FRAGOs reflecting changes to the current plan for the brigade commander's approval: [FM 101-5, App H; ARTEP 71-3 MTP, Task 71-3-3010]
- 4d. The brigade commander approves and directs issuance of the FRAGO. [FM 101-5, p. 4-49; LL-CALL Newsletter No. 93-3, p. 27-28]
- 4d1 The brigade issues a complete FRAGO which contains: [FM 101-5, App H; ARTEP 71-3 MTP, Task 71-3-3010]
- a) Mandatory elements of the FRAGO are:
- (1) 1. Situation. (Include any changes to the existing order.)
 - (2) 2. Mission. (List the new mission.)
 - (3) 3. Execution:
 - (a) Intent:
 - (b) a. Concept of operations.
 - (c) b. Tasks to subordinate units.
 - (d) c. Coordinating instructions. (Include the statement, "The current overlay remains in effect" or, "See change one to Annex C, Operations Overlay.

- (2) Fire support plan, FSEM.
- 4e. The brigade staff coordinates internally and with higher, adjacent, and supporting elements to synchronize the FRAGO. [FM 101-5, App B]
 - 4e1 The brigade staff informs the brigade forces of outdated/preempted orders, execution products, and annexes containing information that has been superseded by the current FRAGO.
 - 4e2 The brigade XO, at the main CP, must analyze the current FRAGO in light of current division, adjacent, and supporting unit OPORDs to preclude conflict.
 - 4e3 The brigade XO supervises the staff actions necessary to assist the brigade commander to synchronize the current battle.
 - 4e4 The brigade staff understands how the commander wants to synchronize the battle and performs coordination necessary to synchronize the FRAGO.
 - 4e5 LNOs communicate the FRAGO and the brigade commander's intent to their respective headquarters.
- 5. **The brigade commander directs and leads subordinate forces.** [TRADOC PAM 111-9, Chap 7, App D; FM 71-3, Chap 2, 3, FM 101-5, Chap 1, 4; App B, D, H; J: Battle Command Techniques and Procedures, Chap 1, 2, 4; Battle Command, pp. 12-14, 34-37; FM 71-3, Chap 3; CGSC ST 22-102]
 - 5g. The brigade commander ensures that any refinements to the OPORD/FRAGO and all critical associated documents are updated, reflect his most current guidance, and are distributed. [FM 101-5, App H]
 - 5g1 The brigade commander modifies guidance and orders based on continued preparation activities, rehearsals, and other METT-T information.
 - 5g2 The brigade staff refines original OPORD and all associated documents based on continued preparation activities, rehearsals, and other METT-T information.
 - 5g3 The brigade staff refines FRAGO and all associated documents based on continued preparation activities, rehearsals, and other METT-T information.

- 5g4 The brigade staff distributes refined/updated OPORD, FRAGO, and associated documents to higher, adjacent, and subordinate headquarters.
- 5h. Brigade subordinate, attached, DS, and operational control (OPCON) units continue final battlefield preparations based on refined/updated OPORD, FRAGO, and associated documents.

OUTCOME 6 ASSESSMENT

OUTCOME 6: Subordinate leaders demonstrate an understanding of the critical elements of their own mission and mission essential tasks, the brigade mission, and the brigade commander's intent.

Component A: The brigade commander verifies that subordinate leaders have a clear understanding of the concept of operations through backbriefs.	Adequate	Marginal	Not Adequate
---	----------	----------	--------------

Assessment Statement

- After FRAGO is issued, the brigade commander conducts a confirmation briefing with key brigade leaders.
- The brigade commander and staff conduct backbriefs during visits.
- During backbriefs, subordinate commanders describe the following:
 - How their schemes of maneuver and fires will be conducted.
 - How their concept of the operation supports the brigade commander's intent and contributes to the brigade mission.

Component B: Commanders and staff demonstrate understanding of their mission and mission essential tasks, the brigade mission, and the brigade commander's intent through rehearsals.	Adequate	Marginal	Not Adequate
--	----------	----------	--------------

Assessment Statements

- Brigade rehearsal technique (e.g., small-scale, tactical exercise without troops (TEWT), or dress rehearsal) is appropriate for the time available.
- Participation of brigade systems is appropriate to amount of time and space available.
- Rehearsal tasks are prioritized to ensure that participants demonstrate acceptable levels of competence on key/critical tasks.

- Staff members and subordinate leaders provide relevant information and demonstrate their actions as summarized in Table 5.
- Rehearsal is as realistic as conditions allow:
 - Enemy is replicated accurately.
 - Rehearsal includes both an initial walk-through (with all actions explained) and a subsequent iteration at near-combat speed with minimal guidance.
 - Plan is synchronized with respect to all BOS.

OUTCOME 6 DIAGNOSTIC AID

OUTCOME 6: Subordinate leaders demonstrate an understanding of the critical elements of their own mission and mission essential tasks, the brigade mission, and the brigade commander's intent.

Task Elements

Component A: The brigade commander verifies that subordinate leaders have a clear understanding of the concept of operations through backbriefs.

4. **The brigade commander directs changes to the operation or plan.** [TRADOC Pam 11-9, Chap 7 and App D]
- 4d. The brigade commander approves and directs issuance of the FRAGO. [FM 101-5, p. 4-49; LL-CALL Newsletter No. 93-3, p. 27-28]
- 4d2 The brigade commander conducts a confirmation brief with key brigade leaders so they can hear each other's confirmation brief and enable. [LL-CALL Newsletter No. 93-3, p. 29-30; LL-CALL Compendium, Vol 1]
 - a) Common understanding of the entire plan and the roles of each unit.
 - b) Agility of execution, i.e., the ability to react quicker than the enemy.
 - c) Direct personal coordination thereby enhancing synchronization of the plan.
 - d) Continuity of command so that if the brigade commander becomes a casualty, the subordinate commanders will share the same view of the commander's intent.
- 4d3 The brigade XO conducts a confirmation brief with the brigade staff at the main and rear CPs. [AN]
5. **The brigade commander directs and leads subordinate forces.** [TRADOC PAM 11-9, Chap 7, App D; FM 71-3, Chap 2, 3, FM 101-5, Chap 1, 4, App B, D, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 4, Battle Command, pp. 12-14, 34-37; FM 71-3, Chap 3; CGSC ST 22-102]
- 5a. The brigade commander directs subordinate forces.

- 5a1 The brigade commander takes actions to ensure that subordinate leaders have a clear understanding of his intent and concept. Actions include: [FM 101-5, Chap 1, 4, App B, D, H, J; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 10-32; LL-CALL CTC Bulletin No. 93-4, p. 16; LL-CALL Newsletter No. 93-3, p. 31-32]
- a) Meetings with subordinate commanders and leaders to exchange information and issue direction.
 - (1) Confirmation briefs.
 - (2) Backbriefs.
- 5d. The brigade commander and staff synchronize tactical operations through backbriefs. [FM 101-5, pp. 4-59, 4-60]
- 5d1 The commander conducts backbriefs with the brigade staff and subordinate commanders:
- a) During and after the commander's inspections and visits.
 - b) As directed by the commander.
- 5d2 During backbriefs, the commander verifies that subordinates understand the concept operations.
- 5d3 During backbriefs, the brigade and subordinate commanders are responsible for:
- a) Describing in detail how their schemes of maneuver and fires will be conducted.
 - b) Describing how their concepts of the operation support the brigade commander's intent and contribute to the brigade mission.
 - c) Describing the level of preparation achieved, preparation activities still not completed; and actions to be taken to adhere to the mission timelines.
- 5d4 Brigade staff disseminates information and changes which occur as a result of plan refinement.
- Component B:** Commanders and staff demonstrate understanding of their mission and mission essential tasks, the brigade mission, and the brigade commander's intent through rehearsals.
5. **The brigade commander directs and leads subordinate forces.** [TRADOC PAM 11-9, Chap 7, App D; FM 71-3, Chap 2, 3, FM 101-5, Chap 1, 4, App B, D, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 4; Battle Command, pp. 12-14, 34-37; FM 71-3, Chap 3; CGSC ST 22-102]
- 5a. The brigade commander directs subordinate forces.

- 5a1** The brigade commander takes actions to ensure that subordinate leaders have a clear understanding of his intent and concept. Actions include: [FM 101-5, Chap 1, 4, App B, D, H, J; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 10-32; LL-CALL CTC Bulletin No. 93-4, p. 16; LL-CALL Newsletter No. 93-3, p. 31-32]
- b) Rehearsals.
- 5e.** The brigade synchronizes tactical operations through rehearsals. [FM 101-5, App M; FM 71-3, p. 3-23 - 3-29; LL-CALL Bulletin No. 93-4, pp. 17-18; LL-CALL Newsletter No. 91, p. 17]
- 5e1** The brigade commander uses synchronization tools (e.g., DST and synchronization matrix) during rehearsals to test synchronization of combat power. [FM 71-3, p. 3-27]
- 5e2** The brigade commander plans and revises rehearsal objectives and schedule based on: [FM 101-5, p. M-2]
- a) Time available.
 - b) Training status of troops.
 - c) Complexity of the operation.
 - d) Unit familiarity with rehearsal techniques and SOPs.
 - e) Review of earlier guidance and updates:
 - (1) Rehearsal goals and focus.
 - (2) Technique/method of rehearsal.
 - (3) Rehearsal participants.
 - (4) Rehearsal times and places.
 - f) Subordinate unit rehearsal needs.
- 5e3** The brigade commander and brigade S3 prioritize tasks to be rehearsed based on: [FM 101-5, pp. M-10/11]
- a) Key (critical) events and activities to be performed in battle.
 - b) Complexity.
 - c) The number and times of rehearsals designated by the commander, ensuring that:
 - (1) Subordinates have sufficient time to conduct their own internal rehearsals and still get adequate rest/sleep.
 - (2) Subordinates are not required to be in two places at once.
- 5e4** The brigade commander, XO, brigade S3, and other key staff officers conduct rehearsal AAR to ensure that critical tasks are rehearsed to acceptable levels of competence. [FM 101-5, p. M-15]

- 5e5** The brigade and subordinate units prepare for rehearsals.
- a) Subordinate units develop at least a tentative plan prior to their participation in a brigade rehearsal in order to allow effective feedback on the brigade plan.
 - b) Subordinate units conduct their own rehearsals.
- 5e6** The brigade commander controls and participates in the brigade rehearsal. [FM 71-3, pp. 3-27 - 3-29]
- a) Ensures that rehearsal meets his goals.
 - b) Briefs participants (or gives guidance to the XO to brief) prior to the rehearsal.
 - (1) States purpose of rehearsal.
 - (2) Introduces each participant with a brief description of his duties and roles for the mission.
 - (3) Provides an overview.
 - (a) Missions and tasks to be rehearsed.
 - (b) Sequence of activities rehearsed.
 - (c) Rehearsal timelines (e.g., time to rehearse each event/phase of the mission).
 - (d) Description of rehearsal site.
 - c) Establishes the standard and outcome/goals to be achieved.
 - (1) Subordinate commanders, staff, and leaders fully brief their responsibilities within the parameters of the brigade commander's intent.
 - (2) Identify vulnerabilities in the plan and determine the actions required to negate them.
 - d) Exercises the decision-making process he expects to be faced with during the mission:
 - (1) Identifying times or events during the mission which will require him to make decisions.
 - (2) Observing how his decisions are implemented by brigade units and the staff.
 - (3) Identifying the key decision points which are most likely to produce the outcomes which support his intent and desired endstate.
 - (4) Utility of his decision support aids (e.g., DST, synchronization matrix).
 - e) Tracks the effect of brigade actions to achieve the desired endstate (with brigade S3 assistance).
 - f) Briefs ROE. [AN]
- 5e7** The brigade XO participates in brigade rehearsals. [FM 71-3, p. 3-27]
- a) Ensures that the brigade staff is prepared to receive, evaluate and disseminate information.
 - b) Synchronizes combat multipliers to support the brigade during the mission.
 - c) Ensures that CS and CSS operations are synchronized with and support the concept.
 - d) Describes the positioning and movement of brigade CPs during the mission.

- e) Briefs participants in the place of the brigade commander as directed.
- f) Ensures that all changes to the plan are recorded, coordinated, and supporting products (e.g., DST, synchronization matrix, FSEM) are updated.
- Se8 The brigade S3 participates in brigade rehearsals. [FM 71-3, pp. 3-27/28]
- a) Describes overall operation.
 - b) Ensures that brigade combat power is synchronized in terms of timing to support brigade movement and maneuver.
 - c) Describes the positioning and movement of the brigade command group during the mission.
 - d) Assists the brigade commander in tracking the effect of brigade actions to achieve the desired endstate.
- Se9 The brigade S2 participates in brigade rehearsals. [FM 71-3, p. 3-28]
- a) Portrays enemy actions and responses.
 - (1) Replicates probable and all plausible enemy events and activities.
 - (2) Ensures that enemy actions are properly depicted to the brigade commander, subordinate commanders, and staff.
 - (3) Portrays actions of HPT and activities at NAIs and TAIs.
 - b) Provides updated enemy and terrain information.
 - c) Describes the intelligence collection intent, implementation of the collection plan, and acquisition tasks.
 - (1) DS MI company tasks:
 - (a) UAV.
 - (b) CI team.
 - (c) Interrogation teams.
 - (d) EW assets.
 - (2) Attached unit tasks.
 - (3) Subordinate unit tasks.
- Se10 The brigade S4 and FSB commander (representing CSS staff) participate in rehearsals. [FM 71-3, p. 3-24]
- a) Describe CSS support of the brigade.
 - b) Portray positioning and movement of CSS assets.
- Se11 FSCOORD, brigade FSO, NGLO, and subordinate unit FSOs participate in brigade rehearsals. [FM 71-3, p. 3-28]
- a) Describe engagement of brigade/TF targets and HPT by all fire support means.
 - (1) How focus of fires supports the brigade mission (e.g., how the fire support plan, including CAS and attack helicopter, supports maneuver and direct fires at the critical points and times).

- (2) Priorities of fires by phase.
- (3) Triggers.
- (4) Artillery target groups and series.
- (5) Special munitions (i.e., FASCAM, smoke, DPICM, copperhead).
- (6) Fire support coordination measures.
- (7) SEAD.
- (8) JAAT operations.
- (9) Electronic attack.
- (10) NSF characteristics.
- b) Describe control measures (e.g., trigger lines and execution criteria), restrictions, and communications (primary and alternate) between observers and fire support elements.
- c) Describes target acquisition activities, means, positioning, and responsibilities.
- (1) Observers and backup observers to include ANGLICO's firepower control teams (FCTs).
- (2) UAVs.
- (3) Sensor arrays.
- (4) Radars.
- d) Describe field artillery battery movement (e.g., routes, timings) and firing positions.
- e) Describe field artillery radar movement, in and out of operation times, and positions.
- Se12 The brigade engineer and ABE participate in brigade rehearsals. [FM 71-3, p. 3-24]
- a) Describe movement of engineer assets in support of the brigade.
- b) Describe the engineer participation in brigade breach operations.
- Se13 The brigade ADO participates in brigade rehearsals. [FM 71-3, p. 3-24]
- a) Describes ADA protection of the brigade focusing on brigade priorities for defense and critical times.
- b) Portrays enemy air avenues of approach, expected activity, and how air defense will counter air attack.
- Se14 The brigade CMLO participates in brigade rehearsals. [FM 71-3, p. 3-24]
- a) Describes NBC decontamination support of the brigade (e.g., sites, equipment, procedures if other than SOP).
- b) Describes NBC reconnaissance support of the brigade.
- c) Portrays potential enemy use of chemicals against the brigade.
- d) Describes employment of smoke and other obscurants.

- 5e15 The brigade and TF ALOs, and Marine air officer participate in brigade rehearsals. [FM 71-3, p. 3-24]
a) Describe positioning of TACP and ANGLICO's FCT personnel to control CAS in support of the brigade.
b) Describe CAS sorties, targets, and timing of attacks.
c) Identify CAS ingress and egress routes.
d) In conjunction with FSCOORD and AVLO, describe JAAT mission as appropriate.
- 5e16 The brigade AVLO (with the Bde S3 Air and attack helicopter battalion commander, if applicable) participates in brigade rehearsals. [FM 71-3, p. 3-24]
a) Describes positioning of aviation C2 assets on the battlefield to direct and control helicopters.
b) Describes helicopter operations in support of the brigade.
c) Describes Army aviation operations conducted by the division and corps which impact on the brigade (e.g., timing, ingress and egress routes for deep attacks).
d) Describes the locations of assembly areas and forward arming and refuel point (FARP).
e) In conjunction with Bde S3 Air, FSCOORD, and Bde ALO, describes JAAT mission, as appropriate.
- 5e17 The brigade S3 Air participates in brigade rehearsals. [FM 71-3, p. 3-24]
a) Describes fixed and rotary wing aviation support of the brigade.
b) In conjunction with FSCOORD, AVLO, and Bde ALO, describes JAAT missions.
(1) Army aviation battle captain.
(2) A2C2 measures.
(3) SEAD missions.
c) Provides assistance to the brigade S3 in capturing rehearsal changes and modifications.
- 5e18 Subordinate TF commanders and, if time and situation allow, subordinate maneuver company commanders, participate in brigade rehearsals. [FM 71-3, pp. 3-24/25]
a) Describe their missions.
b) Demonstrate how they will accomplish their assigned mission.
(1) Maneuver.
(2) Positions.
(a) Primary and alternate.
(b) Subsequent.
(c) Attack.
(d) Support by fire.

- (3) Fire support.
 - (4) Direct fires.
 - (5) Timing of moves, positioning, and execution of fires.
- c) Describe actions on contact.
- d) Describe actions on the objective.

- 5e19 The brigade commander verifies that subordinate commanders understand their missions. [FM 101-5, p. M-15]
- 5e20 Time dependent, the entire operation is thoroughly rehearsed using one or more of the following techniques: [FM 71-3, pp. 3-23 - 3-25]
- a) Level I: small-scale rehearsals that do not involve mounted or dismounted maneuver. Techniques include:
 - (1) Map: limited number of participants due to map size, used when time and space constraints are limited.
 - (2) Sand table/terrain model: key leaders only, used to compensate for lack of sufficient time.
 - (3) Rock/stick drill: same characteristics as sand-table/terrain models, except that participants replicate their actions or their unit's actions.
 - (4) Radio/telephone: participants as directed by the brigade commander, used when time and enemy situations do not allow gathering of personnel; used to test radios and determine backup systems in the event of communications equipment failure.
 - b) Level II: focused rehearsals using selected personnel, usually key leaders, mounted in wheeled or tracked vehicles over similar terrain; technique used is tactical exercise without troops, where key leaders participate, conducted on actual mission terrain or similar terrain.
 - c) Level III: brigade combined arms maneuver, full-scale dress rehearsal involving use of real-time mounted and dismounted maneuver over actual or similar terrain.
- Se21 Rehearsal participants are indicated by type of rehearsal. [FM 71-3, pp. 3-23 - 3-25]
- a) Type A: (seldom used at brigade level except for Level III rehearsals).
 - (1) Brigade, TF, supporting battalion/troop/battery/company team/platoon commanders, and LNOs.
 - (2) Brigade, TF, and supporting battalion XOs.
 - (3) Brigade and TF S3s.
 - (4) Brigade and TF S2s.
 - (5) FSCOORD, brigade and TF FSOs; brigade NGLO; TF SALT leader.
 - (6) Brigade and TF ALOs; brigade air officer.
 - (7) Brigade primary staff.

- (8) Brigade special staff.
- (9) TF company commanders with their FSO/FIST, FCT.
- b) Type B:
- (1) Brigade, TF, supporting battalion and company/battery commanders.
 - (2) Brigade, TF, and supporting battalion XOs.
 - (3) Brigade and TF S3s.
 - (4) Brigade and TF S2s.
 - (5) FSCOORD, brigade and TF FSOs; brigade NGLO; TF SALT leader.
 - (6) Brigade and TF ALOs; brigade air officer.
- c) Type C:
- (1) Brigade, TF, supporting battalion and company/battery commanders.
 - (2) Brigade and TF S3s.
 - (3) Brigade and TF S2s.
 - (4) FSCOORD, brigade and TF FSOs; brigade NGLO; TF SALT leader.
 - (5) Brigade and TF ALOs; brigade air officer.
- d) Type D:
- (1) Brigade, TF commanders.
 - (2) Brigade and TF S3s.
 - (3) Brigade and TF S2s.
 - (4) FSCOORD, brigade and TF FSOs; brigade NGLO; TF SALT leader.
 - (5) Brigade and TF ALOs; brigade air officer.
- 5e22 The brigade conducts multiple rehearsals if time is available, to include contingency plans. [FM 101-5, p. M-15]
- a) Combined arms maneuver rehearsal.
- b) CS/Logistics rehearsal.
- c) Fire support rehearsals.
- (1) Brigade fire support rehearsal.
 - (2) Field artillery battalion technical rehearsal.
 - (3) CAS execution.
- 5e23 The brigade conducts realistic and thorough rehearsals replicating the enemy accurately and: [FM 71-3, pp. 3-27 - 3-29]
- a) A slow walk-through of the mission is performed, with staff and subordinate leaders explaining their actions at every step to ensure understanding; then a rehearsal is done at combat speed with minimal guidance.

- b) Synchronization of the BOS is accomplished by common understanding of how each element's respective contribution adds to the synergy of the whole.
- c) Rehearsals are conducted from the point of threat identification up to the point where the brigade is able to complete the mission and achieve the destruction of the enemy.
- d) All brigade systems (vehicles, troops, combat multipliers) participate if time is available; representative portions of brigade systems participate if time or space is not available.
- e) During the rehearsal, participants execute exactly as they would in the battle.

OUTCOME 7 ASSESSMENT

OUTCOME 7: Soldiers and units are disciplined and are motivated to accomplish the mission.

Component A: The brigade commander and staff take actions to promote discipline and motivation.	Adequate	Marginal	Not adequate
--	----------	----------	--------------

Assessment Statements

- The brigade commander visits the units that are most critical to the execution of his intent and units that exhibit weaknesses in leadership.
 - Makes a subjective assessment of cohesion, morale, and esprit.
 - Expedites action, fixes problems, and refines standards.
- The brigade commander directs members of the staff to perform inspections and visits.
- The brigade commander's efforts to maintain cohesion and discipline include:
 - Demanding compliance to standards and his guidance.
 - Taking corrective action when shortfalls in performance are noted.
 - Praising noteworthy performance, or recognizing it in other ways.
 - Displaying a calm presence to subordinates.
 - Setting a personal example of ethical behavior.
 - Providing precise, simple orders.
 - Ensuring that he and subordinates get sufficient rest.
 - Ensuring that CSS operations that contribute to morale are conducted as conditions permit.
- Stress prevention actions by brigade subordinate leaders and staff include:
 - Complying with the sleep plan.
 - Reporting signs of stress or battle fatigue of others.
 - Speaking positively concerning the brigade's missions, purposes and abilities.
 - Employing an information dissemination plan designed to quell and prevent rumors.

	Adequate	Marginal	Not Adequate
Component B: Subordinate units exhibit discipline and motivation; units perform cohesively.	<ul style="list-style-type: none"> • Morale and discipline indicators are within acceptable limits, for example: <ul style="list-style-type: none"> -- Uniform Code of Military Justice violations. -- Accident rates. -- AWOL rates. -- Sick call and stress casualties. -- Inspector general complaints. -- Feedback from the chaplain on leader and soldier concerns (indications of stress). • Soldiers exhibit military courtesy and appearance. • Soldiers work cooperatively within the unit and with other units to perform preparation tasks. • Vehicles and equipment show evidence of consistent operator/crew maintenance. 		

OUTCOME 7 DIAGNOSTIC AID

OUTCOME 7: Soldiers and units are disciplined and are motivated to accomplish the mission.

Task Elements

Component A: The brigade commander and staff take actions to promote discipline and motivation.

5. **The brigade commander directs and leads subordinate forces.** [TRADOC Pam 11-9, Chap 7, App D; FM 71-3, Chap 2, 3, FM 101-5, Chap 1, 4, App B, D, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 4, Battle Command, pp. 12-14, 34-37; FM 71-3, Chap 3; CGSC ST 22-102]
 - 5a. The brigade commander directs subordinate forces.
 - 5a1 The brigade commander takes actions to ensure that subordinate leaders have a clear understanding of his intent and concept. Actions include: [FM 101-5, Chap 1, 4, App B, D, H, J; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 10-32; LL-CALL CTC Bulletin No. 93-4, p. 16; LL-CALL Newsletter No. 93-3, p. 31-32]
 - a) Meetings with subordinate commanders and leaders to exchange information and issue direction.
 - b) Unit visits and inspections.
 - 5b. The brigade commander exercises leadership during the preparation for the brigade mission by: [FM 101-5, Chap 1, 4; FM 71-3, Chap 3; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4; Battle Command, pp. 10-13, 32-37; CGSC ST 101-5] [FM 71-3, Chap 3; FM 101-5, Chap 1; Battle Command Techniques and Procedures, Chap 1, 2; LL-CALL Newsletter No. 90-8, p. 25-26]
 - 5b1 Being professionally competent.
 - 5b2 Inspiring soldiers with the will to win.
 - 5b3 Setting the example by sharing the hardships and dangers of his units.
 - 5b4 Demonstrating both mental and physical stamina.
 - 5b5 Displaying physical and moral courage (making the difficult choices and decisions).

- 5b6 Providing the brigade subordinate commanders purpose, direction, and motivation by issuing clear and concise guidance and orders.
- 5b7 Maintaining his perspective and focus on the brigade mission, regardless of the turmoil surrounding him.
- 5b11 Providing subordinate commanders with a vision of future operations.
- 5b12 Establishing and reinforcing an attitude of teamwork throughout the brigade.
- 5b13 Fostering and encouraging initiative in subordinate leaders.
- 5b14 Delegating authority whenever appropriate.
- 5b16 Getting needed rest.
- 5c. The brigade commander maintains unit discipline and morale by: [FM 101-5, Chap 1; Battle Command Techniques and Procedures, Chap 4; Battle Command, pp. 10-13; FM 22-102; LL-CALL Bulletin No. 89-1]
- 5c1 Keeping the soldiers informed of the current situation.
- 5c2 Making personal contact with soldiers.
- 5c3 Sharing the hardships and dangers that his soldiers face.
- 5c4 Reassuring subordinates in a calm manner.
- 5c5 Ensuring that soldiers have the opportunity to rest, eat, and otherwise refit as conditions permit.
- 5c6 Acting decisively.
- 5c7 Giving precise and simple-to-understand orders.
- 5c8 Checking to see that his orders are carried out.

- 5c9 Ensuring that the brigade subordinate commanders and other supporting elements cross-talk on the brigade command or O&I nets to:
- b) Exchange information.
 - f) Keep everyone updated on the current situation.
- 5c12 Ensuring that CSS operations that contribute to morale are conducted as conditions permit.
- 5c13 Recognizing unit and individual achievement and performance.
- 5c14 Having the brigade CSM assist him in observing and maintaining unit discipline and morale.
- Component B:** Subordinate units exhibit discipline and motivation; units perform cohesively.¹
5. **The brigade commander directs and leads subordinate forces.** [TRADOC Pam 11-9, Chap 7, App D; FM 71-3, Chap 2, 3; FM 101-5, Chap 1, 4, App B, D, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 4; Battle Command, pp. 12-14, 34-37; FM 71-3, Chap 3; CGSC ST 22-102]
- 5a. The brigade commander directs subordinate forces.
- 5a1 The brigade commander takes actions to ensure that subordinate leaders have a clear understanding of his intent and concept. Actions include: [FM 101-5, Chap 1, 4, App B, D, H, J; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 10-32; LL-CALL CTC Bulletin No. 93-4, p. 16; LL-CALL Newsletter No. 93-3, p. 31-32]
 - a) Meetings with subordinate commanders and leaders to exchange information and issue direction.
 - c) Unit visits and inspections.
 - d) Listening to cross-talk on brigade command nets.
 - e) Evaluating reports from subordinates to appraise their understanding of the concept and intent.
- 5a2 The brigade commander uses his staff to assist him in directing and monitoring the battlefield by: [FM 101-5, Chap 1, 3; FM 71-3, Chap 1, 2, 3; Battle Command Techniques and Procedures, Chap 2, 4,]
 - g) Directing key members of his staff to visit units and activities and check critical preparation activities.

¹ Observers should appraise brigade personnel and subordinate units for indicators of morale, discipline, and cohesion.

- 5c. The brigade commander maintains unit discipline and morale by: [FM 101-5, Chap 1; Battle Command Techniques and Procedures, Chap 4; Battle Command, pp. 10-13; FM 22-102; LL-CALL Bulletin No. 89-1]
- 5c2 Making personal contact with soldiers.
 - 5c8 Checking to see that his orders are carried out.
 - 5c10 Observing subordinate commanders and units for indications of degradation in performance.
 - 5c11 Monitoring himself and the subordinate commanders for degradation of leadership ability based upon physical and/or mental stress or exhaustion by:
 - a) Self-monitoring of his own physical and mental state.
 - b) Monitoring the brigade XO's his condition and recommending rest periods.
 - c) Monitoring and ensuring that the subordinate commanders have a rest schedule for themselves, their staffs, and their subordinate commanders.
 - 5c14 Having the brigade CSM assist him in observing and maintaining unit discipline and morale.

PRODUCT REVIEW MEASURES OF EFFECTIVENESS

The following tables examine various aspects of directing and leading units during preparation for battle. Table 1 is about the operation and monitoring of communications nets. Table 2 is about the evaluation of the tactical situation for the commander's estimate. Table 3 concerns the updating of operations products during preparation. Table 4 is about timely distribution of orders. Table 5 provides a place to record whether all critical information was communicated among staff sections, key leaders, and headquarters of higher, adjacent, and subordinate units. Table 6 addresses contributions of participants in the brigade rehearsal. Table 7 provides a set of measures of the brigade commander's overall leadership. Table 8 is concerned with the integration and coordination of the elements of combat power available to the brigade. Table 9 looks at synchronization of assets during the preparation phase.

Table 1. Operation and monitoring of communications nets during preparation phase.

Leave the block unmarked if communication was maintained to a degree that all information was transmitted and received. If non-critical information was lost because of interruptions in communication, enter an "M" (for Marginal performance). If critical information was not received, tag the incident by entering a number in sequence (1, 2, 3, ...) and then indicate below the table the nature of the critical information that was *not* received (use METT-T factors to describe this information that was not received).

Communication Nets:	Command Group	TAC CP	Main CP	Rear CP
Bde command (voice)				
Division (Div) command (voice)				
DS FA battalion (Bn) fire support (digital)				
DS FA Bn O&I (voice) (as required)				
DS FA Bn command (voice) (as required)				
Brigade O&I				
Brigade A/L				
Division O&I				
Division A/L				
ADA battalion command (voice) (as required) (resident in the ADA battery CP collocated with Bde main CP) (Div AD early warning system)				

Table 1. (Continued)

Communication Nets:	Command Group	TAC CP	Main CP	Rear CP
Division and brigade HF voice nets (on call)				
Division and brigade AM nets				
Air Force coordination nets (FM, HF, UHF, VHF)				
Engineer battalion command net				
MCS				
Forward support battalion (FSB) command net				
Other nets as directed (e.g., division HF, division AM, TACSAT)				

Briefly describe incidents of information not received:

Table 2. Modifying plan during the preparation phase.

This table guides the assessment of the brigade commander's (Cdr's) and staff's performances in identifying information that will have an impact on the brigade's planned operation and their effectiveness in responding to identified situational change. Factors that are relevant to a brigade's situation and normal parts of an estimate of the situation are organized by METT-T. You may find it necessary to add other factors. The table is organized to record change to each METT-T factor, when the change was identified, and whether the response (e.g., change to the OPORD) was appropriate to the change in the situation. Rating begins with the second column. The first rating is whether the commander and staff had an accurate perception of each factor of the situation influencing the battle when the OPORD was issued. The second rating concerns whether factors of METT-T changed during the preparation phase before the start of the main battle. The third rating is concerned specifically with the identified factors during or as a result of the rehearsal. The last column calls for the observer's judgment about whether the response made was appropriate to the situational change. For each case where the brigade did not detect the change, did not react, or seemed to react in an inappropriate manner, describe the impact of the reaction or lack of reaction in the section following the table.

METT-T Factors	Accurate at OPORD?	Change during preparation phase?	Change during rehearsal?	Appropriate response?
Mission				
Division commander's intent	Yes	No	Yes	No
Corps commander's intent	Yes	No	Yes	No
Specific brigade missions/tasks	Yes	No	Yes	No
Brigade commander's intent	Yes	No	Yes	No
Brigade concept of the operation	Yes	No	Yes	No
Other:	Yes	No	Yes	No
Enemy Situation				
Capabilities	Yes	No	Yes	No
Activity	Yes	No	Yes	No
Strength	Yes	No	Yes	No

Table 2. (Continued)

METT-T Factors	Accurate at OPORD?	Change during Preparation Phase?	Change during rehearsal?	Appropriate response?
Locations	Yes No	Yes No	Yes No	Yes No
Probable COAs	Yes No	Yes No	Yes No	Yes No
Other:	Yes No	Yes No	Yes No	Yes No
Friendly Situation				
Security and counter-reconnaissance operations	Yes No	Yes No	Yes No	Yes No
Locations of subordinate units; planned repositioning and effective times	Yes No	Yes No	Yes No	Yes No
Capabilities of subordinate unit commanders and weapons systems	Yes No	Yes No	Yes No	Yes No
Status of equipment, personnel, and supplies of brigade units	Yes No	Yes No	Yes No	Yes No
Status of brigade reserve	Yes No	Yes No	Yes No	Yes No
Locations, activities, and combat power of adjacent units	Yes No	Yes No	Yes No	Yes No
Compliance with brigade timeline for preparation for mission	Yes No	Yes No	Yes No	Yes No
Other:	Yes No	Yes No	Yes No	Yes No
Terrain (Area of Operations)	Yes No	Yes No	Yes No	Yes No
Weather effects on visibility and movement	Yes No	Yes No	Yes No	Yes No
Weather effects on construction of obstacles and positions	Yes No	Yes No	Yes No	Yes No

Table 2. (Continued)

METT-T Factors	Accurate at OPORD?		Change during Preparation Phase?		Change during rehearsal?		Appropriate response?			
Effects of terrain on construction of obstacles and positions	Yes No		Yes No Yes No			Yes No Yes No				
Other:	Yes No		Yes No Yes No			Yes No Yes No				
Time										
Time for units to complete preparations	Yes	No	Yes	No	Yes	No	Yes	No		
Time to coordinate missions	Yes	No	Yes	No	Yes	No	Yes	No		
Times for planned events	Yes	No	Yes	No	Yes	No	Yes	No		
Other:	Yes	No	Yes	No	Yes	No	Yes	No		
Commander's overall METT-T assessment	Yes	No	Yes	No	Yes	No	Yes	No		
Brigade ability to accomplish mission	Yes	No	Yes	No	Yes	No	Yes	No		

Impact of inappropriate reactions to METT-T changes:

Change	How Bde reacted	Consequences of reaction (or lack of reaction)

Table 3. Updates of operations products during preparation phase.

This table is intended to show whether each CP maintained accurate and current operations products. Products listed may be employed by the brigade headquarters to update information so that appropriate actions may be taken to conduct a synchronized battle. Some of these items are not required by doctrine or unit tactical standing operating procedure (TSOP), so circle "NA" if the item was not required by the TSOP or the particular CP. If the item was required, then circle "Yes" if it was continually updated to be accurate and current or "No" if it wasn't. On the following page, briefly state the consequences of any inaccurate or out-dated information reflected on a particular product. (There may be no consequences or impact in some instances.)

Operations products that may be employed by the brigade	Command Group	TAC CP	Main CP	Rear CP
Operations overlay (brigade, division, and adjacent units)	NA Yes No	NA Yes No	NA Yes No	NA Yes No
Intelligence overlay	NA Yes No	NA Yes No	NA Yes No	NA Yes No
Situation template overlay	NA Yes No	NA Yes No	NA Yes No	NA Yes No
Event template overlay	NA Yes No	NA Yes No	NA Yes No	NA Yes No
MCOO	NA Yes No	NA Yes No	NA Yes No	NA Yes No
Fire support overlay	NA Yes No	NA Yes No	NA Yes No	NA Yes No
DST	NA Yes No	NA Yes No	NA Yes No	NA Yes No
Synchronization matrix /operations schedule (OPSCHED)/operations checklist	NA Yes No	NA Yes No	NA Yes No	NA Yes No
FSEM	NA Yes No	NA Yes No	NA Yes No	NA Yes No
Situation posted on appropriate maps	NA Yes No	NA Yes No	NA Yes No	NA Yes No
CSS overlay and map	NA Yes No	NA Yes No	NA Yes No	NA Yes No
NBC overlay	NA Yes No	NA Yes No	NA Yes No	NA Yes No
Rear operations overlay	NA Yes No	NA Yes No	NA Yes No	NA Yes No
Journals and logs	NA Yes No	NA Yes No	NA Yes No	NA Yes No
Communications network status	NA Yes No	NA Yes No	NA Yes No	NA Yes No

Table 3. (Continued)

Operations products that may be employed by the brigade	Command Group	TAC CP	Main CP	Rear CP
Plans map (with overlay for future operations)	NA Yes No	NA Yes No	NA Yes No	NA Yes No
Other	NA Yes No	NA Yes No	NA Yes No	NA Yes No

For the products that are marked No, describe the impact (if any) of the inaccurate or out-dated information on mission execution:

Table 4. Times orders were received.

This table concerns the timeliness of WARNOs and FRAGOs in cases where the brigade changes the plan during the preparation phase. (Tables 2, 3, and 4 complement each other.) First, record the date and time when the commander decided to change the plan. Next, write in designators for battalion task forces, additional subordinate units, adjacent units, and supporting units. Then, identify which units should have received WARNOs and FRAGOs. Finally, list the date and time each unit received each order.

Dates/times the brigade commander decided to change the plan:

Unit	WARNO(s)	Initial FRAGO	Final FRAGO
Bn TF _____	Date: Time:	Date: Time:	Date: Time:
Bn TF _____	Date: Time:	Date: Time:	Date: Time:
Bn TF _____	Date: Time:	Date: Time:	Date: Time:
DS FA Bn	Date: Time:	Date: Time:	Date: Time:
Engineer (Engr) Bn	Date: Time:	Date: Time:	Date: Time:
FSB	Date: Time:	Date: Time:	Date: Time:
ADA Battery	Date: Time:	Date: Time:	Date: Time:
Other Subordinate Units:	Date: Time:	Date: Time:	Date: Time:
	Date: Time:	Date: Time:	Date: Time:

Table 4. (Continued)

Unit	WARNO	Initial FRAGO	Final FRAGO
Division HQ	Date: Time:	Date: Time:	Date: Time:
Adjacent Unit:	Date: Time:	Date: Time:	Date: Time:
Adjacent Unit:	Date: Time:	Date: Time:	Date: Time:
Supporting Unit:	Date: Time:	Date: Time:	Date: Time:
Supporting Unit:	Date: Time:	Date: Time:	Date: Time:

Table 5. Communication among staff sections, higher, adjacent, and subordinate units.

Complete this table by tagging each incident in which critical information was NOT communicated from one element to another. The DS FA Bn key personnel are indicated in the horizontal row at the top of the table. Listed vertically in the left column are the same positions followed by key personnel external to the battalion. Each occurrence of failure to communicate should be given an identification number on the chart for reference purposes. Insert a number for identification (in sequence: 1, 2, 3,...) in the appropriate cell. At the end of the table is space for notes on the nature of the problem. EXAMPLES OF USE: a) If in the first incident of failure to communicate during an exercise, the Bde S2 had failed to inform the Bde commander and the Bde S3 about change to enemy capabilities, the observer would annotate "1" in the cells at the intersection of the S2 vertical column and the horizontal row for the Bde commander and the Bde S3. In the foregoing example, the observer might also record at the end of the table, "1: Bde S2 did not appear to recognize significance of movement forward of enemy reserve company." b) If the second incident of failure to communicate was that the Bde S4 had not provided information to the FSB support operations officer, the observer would annotate "2" in the cell at the intersection of the Bde S4 column and the FSB support operations officer row. The clarifying note would show "2: Bde S4 failed to provide warning information about emergency supply of CL V to TF _____. " c) If in a third incident, the Bde CMLO had failed to communicate with the Bde HHC about a support matter, the observer would annotate "3" at the intersection of the Bde CMLO vertical column and the Bde HHC row. The clarifying note at the bottom of the table might show, "3: Bde CMLO radio problem prevented timely transmission of information about a decontamination site opening at Grid _____. " d) If the fifth incident was the inability of the Bde S1 to provide information on replacements to a TF S1, the observer would annotate "5" in the cell formed at the intersection of the Bde S1 row and that TF's column. The note might reflect "5: Replacements arrived without warning. Unknown at this time why Bde S1 failed to inform TF S1."

Table 5. (Continued)

	Bde Cdr	Bde CSM	Bde S1	Bde Chaplain	Bde Surg	Bde S2	Bde S3	Bde S4	Bde SS	Bde XO	FS Coord/ DS FA Bn Cdr	Bde FSO; Engr/ FSE	Bde ABE	Bde ADA	Bde CMLO	Bde ADA/ Battery Cdr	Bde SO	Bde AVLO	Bde USAF ALO	Bde Marine Officer;	Bde Air NCO	Bde HHC Cdr
Internal communications:																						
Bde Cdr																						
Bde CSM																						
Bde S1																						
Bde Chaplain																						
Bde Surgeon																						
Bde S2																						
Bde S3																						
Bde S3 Air																						
Bde S4																						
Bde SS																						
Bde XO																						
FSCOORD DS FA Bn Cdr																						
Bde FSO; FSE																						

Note. ADALO = air defense artillery liaison officer.

Table 5. (Continued)

	Bde Cdr	Bde CSM S1	Bde Chaplain	Bde Surg	Bde S2	Bde S3	Bde S4	Bde S5	Bde XO	FS COORD/DS FA	Bde FSO	Bde Engr/ FSE	Bde ABE	Bde CMLO	Bde ADA/ ADA	Bde ADALO	Bde SO	Bde AVLO	Bde USAF ALO	Bde Marine Officers	Bde NGLO	Bde HHC Cdr	
Internal communications:																							
Bde Eng/Eng Rn Cdr																							
Bde ABE																							
Bde CMLO																							
Bde ADO/ADA Battery Cdr																							
Bde ADALO																							
Bde SO																							
Bde AVLO																							
Bde USAF ALO																							
Bde NGLO																							
LNOs																							
Bde HHC Cdr																							
External communications:																							
Div Cdr																							
Div area damage control (ADC) (M)																							
Div ADC (S)																							
Div G1																							
Div G2																							
Div G3																							

Table 5. (Continued)

	Bde Cdr	Bde CSM	Bde S1	Bde Chaplain	Bde Surg	Bde S2	Bde S3	Bde S4	Bde S5	Bde XO	FS COORD/ DS FA Bn Cdr	Bde ABE	Bde CMLO	Bde ADO/ ADA	Bde Bn	Bde Engr/ Engr Cdr.	Bde LNO*	Bde HHC Cdr
External communications (cont'd):																		
Div G4																		
Div G5																		
Div G3 Air																		
TF 1 Cdr																		
TF 1 Staff																		
TF 2 Cdr																		
TF 2 Staff																		
TF 3 Cdr																		
TF 3 Staff																		
DS FA Bn Staff																		
Eng Bn Staff																		
FSB Cdr																		
FSB support (Sp) operations (Ops) officer (Off)																		
FSB Staff																		
MP Pit Ldr																		
MI Co Cdr																		
Adjacent Unit																		
Adjacent Unit																		
Other																		

Table 5. (Continued)

Briefly describe incidents of information not received (what METT-T information was not received and what happened because of this failure to communicate the information):

--	--	--	--	--	--	--	--	--

Table 6. Brigade rehearsal participants.

This table is based on doctrinal descriptions of rehearsals. It reflects likely participants in a brigade rehearsal and their roles or expected contribution to the conduct and the outcome of the rehearsal. This table was designed to capture rehearsal participants' contributions to the rehearsal. For each potential participant in the brigade rehearsal, indicate whether he or she was present, whether the projected contributions were made, and if they were adequate.

Participant	Present?	Role and anticipated contribution	Adequate contribution?
Brigade Cdr	Yes	Control and participate. Exercise MDMP and decision support aids. Brief ROE.	Yes No NA
TF Cdr _____	Yes	Develop plan prior to brigade rehearsal.	Yes No NA
TF Cdr _____	Yes	Describe artillery battalion missions.	Yes No NA
TF Cdr _____	Yes	Demonstrate how their units will accomplish their missions.	Yes No NA
DS FA Bn Cdr (FSCOORD)	Yes	Describe actions on contact. Develop fire support plan prior to brigade rehearsal. Describe their missions.	Yes No NA
Brigade FSO	Yes	Demonstrate how their units will accomplish their missions.	Yes No NA
NGLO	Yes	Describe FA battery movement and firing positions.	Yes No NA
TF FSOs	Yes	Describe engagement of brigade/TF targets and HPTs, including special munitions, SEAD, and EW. Describe control measures, restrictions, and communications between observers and fire support elements. Describe positioning and responsibilities of observers and back-up observers for each TAI.	Yes No NA
TF _____	Yes	Describe target acquisition activities, means, positioning, schedules, and responsibilities, to include, FCTs, UAVs, sensor arrays, radars, COLTs, and other target acquisition assets.	Yes No NA
TF _____	Yes		Yes No NA
TF _____	Yes		Yes No NA

Table 6. (Continued)

Participant	Present?	Role and anticipated contribution		Adequate contribution?
Brigade ALO Bde (Marine) Air Off	Yes Yes	Describe positioning of TACP and SALT and FCT personnel (if available) to control CAS.		Yes No NA Yes No NA
TF ALOs	TF _____ TF _____ TF _____	Describe CAS sorties, targets, and timing of attacks. Identify CAS ingress and egress routes.		Yes No NA Yes No NA Yes No NA
Engineer Bn Cdr (Brigade Engineer)	Yes	Develop M/CM/S plan prior to brigade rehearsal. Describe engineer missions.		Yes No NA
ABE	No	Describe movement of engineer assets. Describe engineer participation in brigade operations. Demonstrate how engineer units will accomplish their missions.		Yes No NA
Co/Battery (Btry) Cdrs (as appropriate)	Yes Yes Yes	Develop plan prior to brigade rehearsal. Describe their missions. Demonstrate how their units will accomplish their missions.		Yes No NA Yes No NA Yes No NA
Brigade XO	Yes	Describe positioning and movement of CPs. Ensure changes to plan are recorded and products updated.		Yes No NA
Brigade S2	Yes	Portray enemy actions and responses. Provide updated enemy and terrain information.		Yes No NA
Brigade S3	Yes	Describe overall mission. Synchronize timing of brigade combat power. Describe positioning and movement of brigade command group.		Yes No NA
Brigade S4	Yes	Describe CSS support of the brigade.		Yes No NA
FSB Cdr	Yes	Portray positioning and movement of CSS assets. Develop support plan prior to brigade rehearsal. Describe missions.		Yes No NA
		Demonstrate how FSB will accomplish their missions.		

Table 6. (Continued)

Participant	Present?	Role and anticipated contribution	Adequate contribution?
Brigade ADO	Yes	Describe ADA coverage of the brigade to include routes and positions. Portray enemy air avenues of approach and expected activity.	Yes No NA
Brigade CMLO	No	Describe NBC decon support of the brigade.	Yes No NA
	Yes	Describe NBC recon support of the brigade. Describe employment of smoke and other obscurants. Portray potential enemy use of chemicals.	Yes No NA
Brigade AVLO	Yes	Describe positioning of aviation C2 assets to control helicopters. Describe helicopter operations in support of the brigade.	Yes No NA
Attack Helicopter (AH) Bn Cdr (or representative)	Yes	Describe Army aviation operations (division and corps) that impact on brigade. Describe locations of assembly areas and FARPs.	Yes No NA
Brigade S3 Air	Yes	Describe fixed and rotary wing aviation support of the brigade. Describe joint air attack team (JAAT) missions. Assist brigade S3 in capturing rehearsal modifications.	Yes No NA

Table 7. Brigade leadership.

The following table has been designed to examine the brigade commander's leadership during mission preparation. Process statements are used to describe an aspect of the planning process. A numerical scale is included to identify the degree of proficiency to which the process was accomplished. Circling "1" on the scale means the task was not accomplished. ("2" and "3" are provided to differentiate between extremes.) Circling "2" means the task was poorly accomplished; "3" indicates the task was accomplished but requires training. Circling "4" means the task was performed IAW doctrine. The paragraphs under the process statements are "anchors" to guide the assessor when determining whether the process statements were accomplished. The "anchors" are not meant to be all inclusive.

Bde commander did not check to see that his orders were carried out.	1	2	3	4	Bde commander checked to see that his orders were carried out.
Bde commander was not receptive to new information.	1	2	3	4	Bde commander sought and accepted new information.
Bde commander guidance and directives to staff had too little or too much detail.	1	2	3	4	Bde commander gave the staff the guidance and directives they needed.
Bde commander did not ensure that all aspects of combat power were positioned to achieve his intent for conduct of the battle.	1	2	3	4	All elements of combat power were positioned to achieve the commander's intent for conduct of the battle.
Bde commander did not keep soldiers informed of the current situation.	1	2	3	4	Bde commander kept soldiers informed of the current situation.

Table 7. (Continued)

Bde commander did not share hardships and dangers of his soldiers.	1	2	3	4	Bde commander did share hardships and dangers of his soldiers.
Bde commander did not ensure that soldiers had the opportunity to rest and eat as conditions permitted.	1	2	3	4	Bde commander ensured that soldiers had the opportunity to rest and eat as conditions permitted.

Table 8. Integration and coordination of combat, combat support, and combat service support.

Intent of this table is to record the brigade commander's and staff's ability before the battle to integrate and coordinate the elements of combat power represented by combat, combat support, and combat service support capabilities available to the brigade. "Integrated and coordinated" mean that the activities of the available elements of combat power can each be brought to bear on the battlefield at the appropriate times with the result that each is available to influence the battle as envisioned by the brigade commander. The commander's and staff's actions during the preparation phase must cause the elements of combat power to be deconflicted vertically, horizontally, and within the BOS to ensure that they can be brought together in a harmonious order or relationship during the battle. Circle the response appropriate for the integration and coordination for each element of combat power. For those elements of combat power listed in the table but not available to the brigade, the observer should circle "N/A".

Elements of Combat, Combat Support, and Combat Service Support	Integrated and Coordinated?	
Intelligence, e.g.:		
• Intelligence and Electronic Warfare (IEW) (Collection)	Yes	No
• UAV/Other Air Recon Assets	N/A	
• Bde Ground Recon Assets		
• Ground Surveillance Radar (GSR)		
Fire Support, e.g.:		
• FA Assets	Yes	No
• Other Indirect Fire Assets (e.g., mortars, NSF)	N/A	
CAS		
• IEW (Jamming)		
• Observers (designation and positioning)		
Command and Control, e.g.:		
• Communication Networks	Yes	No
• Retransmission Equipment Positioning	N/A	
• CP Locations		
• Other C2 Means (e.g., helicopters)		

Table 8. (Continued)

Elements of Combat, Combat Support, and Combat Service Support		Integrated and Coordinated?	
Maneuver, e.g.:		Yes	No
• Armor (AR)		N/A	
• Mechanized Infantry			
• Light/Dismounted Infantry			
• Attack Helicopters			
• Reserve			
Mobility and Survivability			
• Mobility Assets, e.g.,			
• AVLBs			
• Dozer Tanks			
• Mine Plows			
• Engineer Companies			
• Countermobility Assets, e.g.,			
• Earth Movers			
• Volcano			
• Engineer Companies			
• Survivability Assets e.g.,			
• Earth Movers			
• Decon Sites			
• Smoke Generators			

Table 8. (Continued)

Elements of Combat, Combat Support, and Combat Service Support		Integrated and Coordinated?	
Air Defense, e.g.:			
• Air Defense Battery	• Avenger Platoon	No	
• Small Arms for Air Defense (SAFAD)		Yes	N/A
• Combined Arms for Air Defense (CAFAD)			
Combat Service Support, e.g.,			
• Casualty Evacuation (CASEVAC)			
• Vehicle and Equipment Recovery and Repair			
• CL III			
• CL IV			
• CL V			
• Other Classes of Supplies			
• Personnel Replacements			
• WSRO			
• EPW Processing and Evacuation			

Notes:

Table 8 Notes (Continued):

Table 9. Synchronization for all operations by BOS.

All operations to be conducted during the execution of the battle should be integrated, coordinated, and synchronized across all BOSSs during the preparation phase if possible. The foundation for this result is in planning. The foundation is built upon during the preparation phase through briefbacks, rehearsals, and other actions. Use this table to record whether each BOS was integrated, coordinated, and synchronized with one or more other BOS during the preparation phase. Circle "Yes" or "No" in each box and, at the bottom of the page, elaborate on any instances in which you circled "No." In the second column, identify (using the identifying number reflected in the left sub-column) the other BOS(s) which was (were) synchronized with the BOS listed in the first column. In the next columns, identify parts of the battle for which synchronization did or did not occur during the preparation phase. Elaborate following the table as necessary.

BOS	Other BOS Synchronized (ID BOS by #)	Rear Operations	Close Operations	Deep Operations	Security Operations
1 INTELLIGENCE	Yes	No	Yes	No	Yes
2 FIRE SUPPORT	Yes	No	Yes	No	Yes
3 COMMAND AND CONTROL	Yes	No	Yes	No	Yes
4 MANEUVER	Yes	No	Yes	No	Yes
5 MOBILITY/SURVIVABILITY	Yes	No	Yes	No	Yes
6 AIR DEFENSE	Yes	No	Yes	No	Yes
7 CSS	Yes	No	Yes	No	Yes

Notes:

Table 9 Notes (Continued):

--	--	--	--	--	--	--	--	--	--	--	--

REFERENCES

Field Manuals (FMs)

- 5-71-3 Engineer Combat Operation in a Heavy Brigade
- 6-20 Fire Support in the Airland Battle, May 1988
- 6-20-40 Tactics, Techniques, and Procedures for Fire Support for Brigade Operations (Heavy), January 1990
- 6-20-50 Tactics, Techniques, and Procedures for Fire Support for Brigade Operations (Light), January 1990
- 22-102 Soldier Team Development, March 1987
- 34-8 Combat Commanders Handbook on Intelligence, September 1992
- 34-130 Intelligence Preparation of the Battlefield, July 1994
- 63-20 Forward Support Battalion, February 1990
- 71-3 Armored and Mechanized Infantry Brigade, January 1996
- 71-100 Division Operations, June 1990
- 71-123 Tactics, Techniques, and Procedures for Combined Arms Heavy Forces: Armored and Mechanized Infantry Brigade, Battalion/Task Force, and Company/Team, September 1992
- 100-5 Operations, June 1993
- 101-5 Command and Control for Commanders and Staff, "Final Draft", August 1993

Army Training and Evaluation Program (ARTEPs)

- 1-100 MTP Aviation Brigade and Battalion, June 1990
- 3-117-40 MTP Chemical Section and NBC Center, September 1994
- 71-3-MTP MTP for the Heavy Brigade Command Group and Staff, October 1988

U.S. Army Training and Doctrine Command Pamphlet (TRADOC Pam)

11-9 Blueprint of the Battlefield, May 1991

Center for Army Lessons Learned (CALL) Publications

CALL Bulletin, News From the Front, April 1994

CALL Bulletin No. 4, Command and Control, February 1987

CALL Bulletin No. 89-1: Non Mechanized Forces, Spring 1989

CALL Compendium, Vol. 1: Heavy Forces, Fall 1988

CALL Newsletter No. 90-8, Special Edition: Winning in the Desert, Tactics, Techniques and Procedures for Maneuver Commanders, September 1990

CALL Newsletter No. 91: Rehearsals, April 1991

CALL Newsletter No. 93-3: The Battalion and Brigade Staff, July 1993

CTC Bulletin No. 93-4: Lessons and Information, July 1993

CTC Bulletin No. 94-1: Lessons and Information, March 1994

CTC Bulletin No. 95-4: Lessons and Information, March 1995

CTC Bulletin No. 95-11: The Battle Before: A Rehearsal, September 1995

Battle Command Battle Laboratory (BCBL) Publications

BATTLE COMMAND: Leadership and Decision Making for War and Operations Other Than War, Battle Command Battle Laboratory, Fort Leavenworth, KS, April 1994

BATTLE COMMAND TECHNIQUES AND PROCEDURES: A Commander's Guide for the Coordination and Execution of Battlefield Operating Systems, Battle Command Battle Laboratory, Fort Leavenworth, KS, April 1995

U.S. Army Command and General Staff College (CGSC) Student Text (ST)

22-102 Command, January 1995

101-5 Command and Staff Decision Processes, February 1995

Appendix A
ACRONYMS AND ABBREVIATIONS

A2C2	Army airspace command and control
AAR	after action review
ABE	assistant brigade engineer
ACA	airspace coordination area
ACE	armored combat earthmover
AD	air defense
ADA	air defense artillery
ADALO	air defense liaison officer
ADC	area damage control
ADO	air defense officer
AF	air force
AG	Adjutant General
AGM	attack guidance matrix
AH	attack helicopter
A/L	administrative/logistics
ALO	air liaison officer
AM	amplitude modulation
AN	author note
ANGLICO	air and naval gunfire liaison company
AO	area of operations

AR	armor
ARI	U.S. Army Research Institute for the Behavioral and Social Sciences
ARTEP	Army Training and Evaluation Program
ASAS	all source analysis system
ASL	authorized stockage list
ASR	alternate supply route
ATO	air tasking order
AVLB	armored vehicle launched bridge
AVLO	aviation liason officer
AWOL	absent without leave
BCBL	Battle Command Battle Laboratory
BDA	battle damage assessment
Bde	brigade
BF	battlefield function
Bn	battalion
BOS	battlefield operating system(s)
BSA	brigade support area
Btry	battery
C2	command and control
C2W	command and control warfare
C3	command, control, and communications

CAFAD	combined arms for air defense
CALL	Center for Army Lessons Learned
CAS	close air support
CASEVAC	casualty evacuation
CCF	critical combat function
CCIR	commander's critical information requirements
Cdr	commander
CEWI	combat electronic warfare intelligence
CI	counterintelligence
CL	Class
CL III	petroleum, oils, lubricants
CL IV	construction and barrier material
CL V	ammunition
CL VIII	medical material
CL IX	repair parts and components
CLAMMS	cleared lane mechanical marking system
CMLO	chemical officer
CMO	civil-military operations
Co	company
COA	course of action
COLT	combat observation lasing team
CP	command post
CPX	command post exercise

CSM	command sergeant major
CSS	combat service support
CTC	Combat Training Center
CTCP	combat trains command post
decon	decontamination
DISCOM	division support command
Div	division
DIVARTY	division artillery
DMMC	division material management center
DPICM	dual-purpose, improved conventional munitions
DS	direct support
DST	decision support template
DTDD	Directorate of Training and Development Doctrine
EA	engagement area
ECM	electronic countermeasures
EEFI	essential elements of friendly information
Engr	engineer
EPW	enemy prisoner of war
EW	electronic warfare
FA	field artillery
FARP	forward arming and refuel point

FASCAM	family of scatterable mines
FCT	firepower control team
FIST	fire integration support team
FM	field manual; frequency modulation
FN	field note
FRAGO	fragmentary order
FSB	forward support battalion
FSCL	fire support coordination lines
FSCOORD	fire support coordinator
FSE	fire support element
FSEM	fire support execution matrix
FSO	fire support officer
FTCP	field trains command post
FTX	field training exercise
XXITP	Force XXI Training Program
G1	assistant chief of staff, personnel
G2	assistant chief of staff, intelligence
G3	assistant chief of staff, operations and plans
G3 Air	air operations and training officer
G4	assistant chief of staff, logistics
G5	assistant chief of staff, civil affairs
GS	general support

GSR	ground surveillance radar, general support reinforcing
HF	high frequency
HHC	headquarters and headquarters company
HIMAD	high to medium altitude air defense
HPT	high payoff target
HQ	headquarters
IAW	in accordance with
IEW	intelligence and electronic warfare
IFF	identification, friend, or foe
INTSUM	intelligence summary
IPB	intelligence preparation of the battlefield
IR	information requirement
ITTBBST	Innovative Tools and Techniques for Brigade and Below Staff Training
JAAT	joint air attack team
JRTC	Joint Readiness Training Center
LAN	local area network
Ldr	leader
LL	lesson learned
LNO	liaison officer
LOC	lines of communication

LOGPAC	logistics package
LP	listening post
LRSU	long-range surveillance unit
M/CM/S	mobility/countermobility/survivability
MCOO	modified combined obstacle overlay
MCS	maneuver control system
MDMP	military decision-making process
METT-T	mission, enemy, terrain, troops, and time available
MI	military intelligence
MICLIC	mine clearing line charge
MIJI	meaconing, intrusion, jamming, and interference
MOPP	mission oriented protective posture
MOS	military occupational specialty
MP	military police
MSB	main support battalion
MSC	major subordinate command
MSR	main supply route
MTP	mission training plan
MWR	morale, welfare, and recreation
NAI	named area of interest
NBC	nuclear, biological, and chemical

NBCWRS	nuclear, biological, and chemical warning and reporting system
NCS	net control station
NGLO	naval gunfire liaison officer
NMC	non-mission capable
NSF	naval surface fires
NTC	National Training Center
O&I	operations and intelligence
OB	order of battle
OCOKA	observation and fields of fire, cover and concealment, obstacles, key terrain, and avenues of approach
Off	officer
OP	observation post
OPCON	operational control
OPFOR	opposing force
OPLAN	operations plan
OPORD	operations order
Ops	operations
OPSCHED	operations schedule
OPSEC	operations security
Pam	pamphlet
PIR	priority intelligence requirement
PLL	prescribed load list

Plt	platoon
R&S	reconnaissance and surveillance
RACO	rear area combat operations
recon	reconnaissance
RFL	restrictive fire lines
ROE	rules of engagement
S1	Adjutant/Personnel Officer, Brigade and Battalion Staff
S2	Intelligence Officer, Brigade and Battalion Staff
S3	Operations and Training Officer, Brigade and Battalion Staff
S3 Air	Operations and Training Officer - Air Operations, Brigade and Battalion Staff
S4	Supply/Logistics Officer, Brigade and Battalion Staff
S5	Civil-Military Operations, Brigade and Battalion Staff
SAFAD	small arms for air defense
SALT	supporting arms liaison team
SALUTE	size, activity, location, unit, time, and equipment
SEAD	suppression of enemy air defenses
SIGSEC	signal security
SITREP	situation report
SO	signal officer
SOF	special operations force

SOI	signal operation instructions
SOP	standing operating procedure
Spt	support
TAC	tactical
TACP	tactical air control party
TACSAT	tactical satellite
TAI	target area of interest
TEWT	tactical exercise without troops
TF	task force
TOC	tactical operations center
TRADOC	U.S. Army Training and Doctrine Command
TSOP	tactical standing operating procedures
UAV	unmanned aerial vehicle
UCMJ	uniform code of military justice
UHF	ultra high frequency
UMCP	unit maintenance collection point
USAARMC	U.S. Army Armor Center
USAARMS	U.S. Army Armor School
USAF	U.S. Air Force
USMC	U.S. Marine Corps
USN	U.S. Navy

VHF	very high frequency
WAN	wide area network
WARNO	warning order
WSRO	weapons systems replacement operations
XO	executive officer